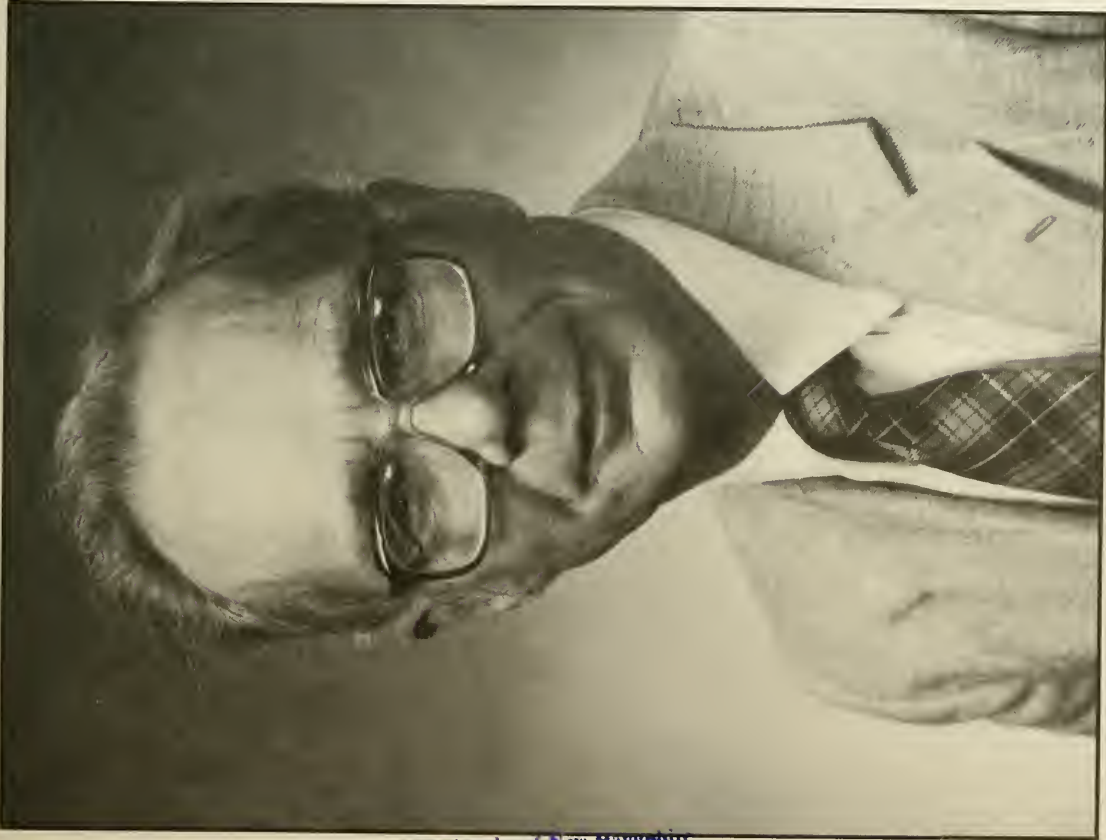


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Salem Community Calendar

1986
Town Report



Lewis F. Soule

Tribute to Lewis F. Soule

Lewis F. Soule — born in Salem August 11, 1924; died in Salem April 7, 1986 — left his imprint on New Hampshire's largest town as no other individual has done.

He was the elder son of a traditional "horse and buggy doctor" serving a quiet village of less than 3,000 people and the nurse from New Brunswick who came here to treat a patient and stayed on to marry Dr. Soule. Thus he grew up in a household, the common concern of which was to look after the people of Salem.

He came to know the roads and by-ways winding through Salem's 15,889 then-empty acres, riding around with his father, in the early automobile Dr. Soule had bought to replace his horse and buggy only a year or so after the boy was born.

He studied in Salem's classrooms, leaving Woodbury High School before his graduation to earn his diploma at nearby Mount Hermon.

World War II called him away, as it called away so many young people in the midst of this century, for service in the Pacific theater. After the war he studied as both an undergraduate at Harvard College and a graduate student at Harvard Law School.

Having earned his degree, he practiced law in Boston briefly, and for a few years in Manchester, before coming home in 1960 to open his own law office and to spend the rest of his life.

Those post-war years were the ones in which Salem was beginning to feel the effects of an explosive growth. In 1958, the young lawyer saw the need for change clearly enough to challenge the old-time leadership for a seat on the Board of Selectmen. He served on that Board through only one term, but it was a memorable term, in which Salem adopted the Town Manager form of government, drew up its first tax map, created the beginnings of a Planning Board and a Budget Committee.

Lewis Soule's role in local government shifted slightly, after the close of that single term on the Board, to Salem's legal counsel, an office which was nowhere written, but was universally understood. As the town's legal advisor, he came to know intimately the Town Meeting form of government, and the relationships between the State of New Hampshire and its towns and school districts. Doing so, he laid the basis for a law firm now recognized throughout New Hampshire as a leader in municipal law.

Successive Boards of Selectmen, and the Town Managers who served them, almost instinctively knew when the tough questions arose their responsibility was to "check it out with Lewie, first."

He left the ultimate decisions to the men and women who had been elected to that role, but each and every time Salem came to another perplexing crossroads as it grew into the state's largest town Lewis F. Soule's research and advice were brought to bear.

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DECEMBER
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FEBRUARY
1987

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Board of Selectmen
Meeting 7:00 p.m.

Board of Adjustment
Meeting

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8

Conservation Commission
Meeting 7:30 p.m.

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Planning Board
Meeting 7:30 p.m.

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Board of Selectmen
Meeting 7:00 p.m.

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208 Water Quality
Commission 7:30 p.m.

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Planning Board
Meeting 7:30 p.m.

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January 1987

REPORT OF THE BOARD OF SELECTMEN

unanimous on all issues, but we feel comfortable that the overall direction of the past year was sound and positive.

In large part, 1986 was a year of motion; ahead, as the Route 28 construction project neared completion and Salem, "Looks Great with its New 28!"; ahead, as we saw substantial growth in our tax base result from the strong, healthy economic climate of New Hampshire; ahead, as we finally made the long-awaited connection to the Greater Lawrence Sanitary District, thereby ending a decade-long problem of waste water pollution; ahead, as we completed the emergency water system connection with the Town of Methuen, ensuring for the immediate future at least, a supply of potable water in a situation where our own supply proves to be inadequate.

As positive as the last year has been we must be increasingly sensitive to the storm clouds forming on the horizon; with the recent business problems experienced by Refuse Fuels, it is likely that we may again be faced with seeking a "permanent" solution to disposal of trash; it is becoming increasingly more clear that the long-term water supply requirements of the town may have to be met from within, necessitating the construction of a treatment facility on the shore of Canobie Lake; the problems of ground water pollution from faulty septic systems continue to pose an environmental threat which can not be ignored and we must continue to seek ways to abate this problem before our opportunity is lost. We must be committed, as a community, to attack these and other problems with enthusiasm and imagination in the next year if we are to continue to grow, prosper and maintain our position of leadership in the "Golden Triangle".

Individually, and as a Board, we salute those who contributed to the success of the past year; to the dedicated employees of the town who consistently rise to the challenge of serving; to the many volunteers who invest hundreds of hours so that we might have a better town; to the elected officials, at all levels, who seek to work in concert and harmony toward a more responsive government; we extend the gratitude of your community. To the citizens of Salem, who have briefly entrusted their town to our collective administration, we extend our sincere appreciation for the opportunity to serve.

Howard C. Glynn
Chairman of the Board of Selectmen



L-R, Stephen Buco, Ronald Belanger, Chairman Howard Glynn,
David Tilton, Sr., Charles Coll

1986 was a year of rebuilding and redirection. It was a year spent assessing our existing structure and evaluating how we might do a better job with the same or fewer resources. Our Town Manager, Tom Melena, worked hard to learn the intricacies and subtleties of our Town Meeting form of government; and while his education is far from complete, we believe he has come a long way toward understanding what makes Salem "tick". We have tried to provide Tom with guidance and direction while affording him the opportunity to set his own agenda. We have not been

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 Board of Selectmen Meeting 7:00 p.m.	3 Board of Adjustment Meeting	4	5 Conservation Commission Meeting 7:30 p.m.	6	7
8	9	10 Planning Board Meeting 7:30 p.m.	11	12	13	14
15	16	17 Board of Selectmen Meeting 7:00 p.m. 208 Water Quality Commission 7:30 p.m.	18	19	20	21
22	23	24 Planning Board Meeting 7:30 p.m.	25	26	27	28
				JANUARY 1987 S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31		MARCH 1987 S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

February 1987

TOWN MANAGER ANNUAL REPORT

This year has been very active, to say the least, with the administrative offices involved in everything from labor negotiations to setting tax rates to staffing up new departments to acquiring necessary additional equipment and probably the most important, being involved in the long-term planning for the community. During this last year the Board and administration have authorized and contracted for studies involving the following: (1) Traffic, (2) Water options, (3) Solid waste, (4) Hazardous waste, (5) The Capital Improvement Program, (6) The Master Plan and (7) The Town storm/sewer plan. The reason for all of the above planning is to delineate the Town needs for proper infrastructure to provide the services that you, the citizens, want and need. It is much more beneficial to study a problem and issue and come up with a realistic solution than to just jump in and hope that the off-the-cuff answer that is given is the right solution.

It is becoming very apparent to people in my profession, as well as people at the State and Federal level that the building and replacement of the infrastructure of our local communities is going to be one of the major issues we must face in the near future. Even though we know these infrastructures are necessary we are seeing a shrinking dollar to help pay for those facilities. We no longer have available revenue sharing from the federal government. We no longer have grants available for sewer and water projects; very shortly we will no longer have available block grants for community development. As a result, the Federal and State governments are getting out of the financing of these facilities and that places that burden back on us. With that in mind, we must very carefully determine how we should spend our money so that we can get the most "bang for a buck".

I think an example of the above is the Route 28 project. The 2.2 miles of road from the Massachusetts border to Cluff Crossing Road cost approximately 6.5 million dollars. On the other hand,



Thomas M. Melena
Town Manager

improvements that the Town made from Cluff Crossing to the Depot for the asphalt, cost \$135,000 and the improvements to the signal lights at Veteran's and 28 cost \$35,000. Those two improvements were done with Town funds and under town contract and although it was not a total reconstruction of the road, it has provided us with a good, smooth driving surface and a substantially improved intersection for traffic control and turning movements on 28 and Veteran's. More and more, we are going to have to find cheaper short-term solutions that will solve the problem.

At the same time, this year the Town of Salem was able to decrease its local property tax rate by 10%. In 1985, the Town tax rate was \$12.99 per thousand, this year for 1986 that same tax rate is now \$11.50 per thousand. The accompanying graphs show the effect of this reduction on the total Town tax rate and shows the trend of the Town taxes from 1980. We are very hopeful that this trend will continue for next year and, if possible, the year after. Again, as administrators we need to realize that taxes cannot automatically go up and up and up. There comes a time when the burden on you, the taxpayers, must not keep on increasing. The Board of Selectmen has realized this and have given very specific direction to staff to control the tax rate. In the first year of my employment by the Town we have been able to do that and hope to continue with tax decrease in the future.

Lastly, I would like to thank the residents of the Town of Salem for their help and support during this last year and I look forward to working with you on the many issues that face us in the upcoming year. Thank you, very much.

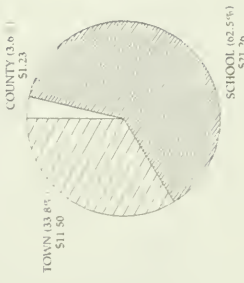
Thomas M. Melena
Town Manager

PROPERTY TAX ANALYSIS

Year	County Taxes	School Taxes	Total Taxes	Valuation
1980	8.00	9.00	17.00	23,60,843.00
1981	9.60	1.30	16.50	27,40,843.00
1982	9.50	1.40	18.80	29,70,855.00
1983	10.43	1.42	31.17	31,17,785.00
1984	10.42	1.44	19.48	31,17,785.00
1985	12.99	1.38	20.53	34,00,555.00
1986	11.50	1.23	21.26	33,09,425.00

Year	County Taxes	School Taxes	Total Taxes	Valuation
1980	4,270,256	480,403	7,846,595	12,598,255
1981	5,071,500	714,800	6,250,000	14,418,844
1982	4,901,853	724,414	6,250,000	14,418,844
1983	9,935,221	685,432	9,804,808	16,181,421
1984	5,769,740	792,457	10,356,223	16,181,421
1985	7,388,400	784,910	11,676,971	19,850,382
1986	6,865,000	734,263	12,941,405	20,290,727

NEW TOWN TAX RATE - 1986
\$3.00 Per \$1000 Valuation



LEGAL DEPARTMENT

Faced with rising legal expenses, the Town in 1986 established an in-house legal department to handle the criminal and civil work generated by the administration of government. The legal department consists of Municipal Attorney Robert D. Ciandella, Prosecutor Diane Gaspar and Secretary Andrea McPherson.

In the context of a shrinking federal government role, governing on the local level has become increasingly complex. As local governments assume more responsibility, they have become exposed to greater legal risks. The job of counsel is to measure those risks and anticipate legal exposure. Like a baseball umpire, legal counsel is working most effectively when there are few controversies and few disputes. When controversies occur, and it is inevitable in a world of competing interests that they will, the job of counsel is to assure that the Town is provided with the best possible legal representation in whichever forum the controversy is contested.

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8	9	10	11	12 Planning Board Meeting 7:30 p.m.	13	14		
15	16 Board of Selectmen Meeting 7:00 p.m.	17 208 Water Quality Commission 7:30 p.m.	18	19	20	21		
22	23	24 Planning Board Meeting 7:30 p.m.	25	26	27	28		
29	30 Board of Selectmen Meeting 7:00 p.m.	31						
			FEBRUARY 1987 S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28			APRIL 1987 S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30		

March 1987

POLICE DEPARTMENT ANNUAL REPORT

In terms of goals, objectives and accomplishments, the Police Department rates 1986 well. On the positive side while overall crime in Salem increased slightly, as it did nationally, the areas of serious crime and citizen safety remained relatively stable. While most neighboring communities of any size are recording increases in murder, rape and aggravated assaults, those crimes reflect but 2% of the incidents reported to Salem P.D. I am still concerned over the rate of larcenies, primarily shop lifting, and theft of vehicles. In spite of special efforts against these thefts we recorded increases.

Our Patrol Operations recorded a higher level of activity in both our normal traffic monitoring and in intensified efforts against DWI and other priority offenses. Over 300 impaired drivers were apprehended by our Officers on normal patrol and with special teams and the State Police DWI team another 300+ drivers were brought before the court.

EQUIPMENT

This year we made a decision to hold off purchasing vehicles until new 1987 cars were available. Other factors resulted in delays in acquisition. As a result we experienced frustrations and higher than normal breakdowns in our fleet. Hopefully, allocations in the 1987 budget will relieve those problems. At this writing we are awaiting delivery of new cars, the Communications Console approved at last Town Meeting and an improved phone system.

PERSONNEL

1986 Town Meeting approved three new Officers who were assigned to Patrol Operations right after January 1 of 1987. They will help in our effort to increase our basic patrol beats to provide better service. The new patrolmen, Mark Cavanaugh, Devin Kinneen and William Teuber are all

TRAINING

We have increased our emphasis on police training and will do so again in 1987. Precedent setting case law, and court decisions, mandate that action. Every action, reaction, decision and statement it seems is subject to review at some point. Often it is like working under a microscope. Police work involves decision making under stress, usually without a great deal of time to prepare, often under volatile, emergency conditions. Today those decisions are reviewed, challenged and dissected by professional advocates looking for the slightest error of action, reaction or lack of action. To the Officer's credit only a very few of Police Officer decisions are ever found faulty. Statistically 99% of those Officer decisions stand the test. We must continue to give the Officer thorough training in the skills he needs.

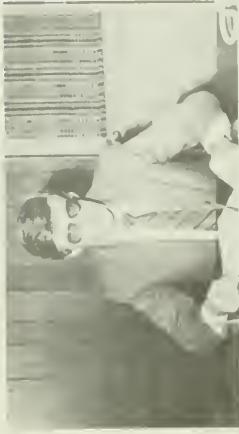
COMMENTARY

Growth in Salem seems to be constant. New businesses, new roads, new developments are everywhere. Services provided by the town obviously grow commensurately. The Police Department is hard pressed to stay abreast. Our mission is to provide the high quality, quick response, Law Enforcement our citizens deserve. We cannot compromise. We strive to be innovative and inventive. We look for a better way that is both cost effective and uncompromising.

Finally, it is obvious to us all that illicit drugs continue to pervade and threaten our society. Our efforts to combat the problem will be even greater in 1987. We will continue to make drug interdiction a high priority. We need your help. We cannot do it alone.

The Department is grateful to both our citizens and the elected community leaders for past support.

John P. Ganley
Chief of Police



John P. Ganley
Chief of Police

experienced Officers who have been working full time for other agencies. Dispatcher Susan Young and clerk Bernie Dupuis joined our full time staff along with part time Clerks, Terry Babcock and Linda Blackie. Two civilian employees, Dispatchers Gloria DeFrancisco and Marlene Hanson resigned. Clerk Phyllis Mason retired and Clerk Andrea McIherson moved to the Legal Department at the Municipal Building. Prosecutor Kathleen Dwyer joined the Legal Staff in Portsmouth. We welcome our new employees and wish the others well in their future activities.

This year our records personnel deserve accolades. In addition to putting our records on the computer and attaining daily input of activities (making us no more than 24 hours behind on the system) we took on the task of centralizing all warrants from the Salem District Court. That meant over 10,000 warrants from Salem, Windham, Atkinson and area State Police cases, dating back years, had to be reviewed, systematized and put into our computer system. That program and others are on-line due to personnel dedication.

The Officers and men and women of the Department continue to do what is expected and more. They remain committed to serving our citizens. Highly visible, strongly motivated, they retain their reputation throughout the State as among the best. With continual changes in the laws, methodology of practice and under increasing threat of liabilities and lawsuits, they do the job and do it well.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2 Conservation Commission Meeting 7:30 p.m.	3	4
5	6	7 Board of Adjustment Meeting	8	9	10	11
12	13 Board of Selectmen Meeting 7:00 p.m.	14 Planning Board Meeting 7:30 p.m.	15	16	17	18
19	20 Board of Selectmen Meeting 7:00 p.m.	21 208 Water Quality Commission 7:30 p.m.	22	23	24	25
26	27 Board of Selectmen Meeting 7:00 p.m.	28 Planning Board Meeting 7:30 p.m.	29	30	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>MARCH 1987</p> <p>S M T W T F S</p> <p>1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31</p> </div> <div style="text-align: center;"> <p>MAY 1987</p> <p>S M T W T F S</p> <p>3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31</p> </div> </div>	

April 1987

SALEM FIRE DEPARTMENT ANNUAL REPORT

During 1986, the members of the Salem Fire Department continued to upgrade the levels of fire protection and emergency medical service that are provided to the citizens of the Town of Salem. Although Fire Department activities continued to increase significantly, we are thankful that no fire deaths were reported during the year.

Staffing resources have been redistributed so that the North Salem Fire Station is now staffed round-the-clock with three full time personnel, including a Lieutenant and two firefighters. As a result, the initial emergency response capabilities have been significantly improved.

In order to provide supervisory staffing at the North Salem Fire Station, the following individuals were promoted to Fire Lieutenant:

Firefighter Leonard Eden
Firefighter Thomas Laycock
Firefighter John Prestosz

Inspector Michael Roberts
The Department also welcomed on board the following new full-time firefighters, who were chosen based on the results of rigorous written, oral and physical agility testing:

Kevin Breen, Jr.
Ian Chamberlain
Timothy Hawthorne
John Judson

The Fire Department has undertaken a major computer analysis of its emergency response activities. This information has been useful in determining manpower and equipment deficiencies, and in measuring the impact of community growth on fire protection service. Computer analysis will continue to be an important aspect of Fire Department operations and Capital planning during 1987.

In early 1986, the Town took delivery of the Mack-Pierce 1,500 gallon per minute pumper that was funded by the 1984 Town Meeting. This truck replaced the 1969 Mack pumper, which is currently being overhauled after 17 years of front-line

The following individuals attended resident courses at the National Fire Academy in Emmitsburg, Maryland:

Deputy Chief A.J. Bodenrader—Interpersonal Dynamics for the Fire Service
Capt. David Shanteler—Interpersonal Dynamics for the Fire Service
Capt. Kevin Kimball—Interpersonal Dynamics for the Fire Service
Lt. Richard Kimball—Interpersonal Dynamics for the Fire Service
Lt. Arthur Barnes—Interpersonal Dynamics for the Fire Service
Lt. Alan Briand—Fire Service Information Management
Inspector Michael Roberts—Fire Prevention Specialist
Firefighter Will Warnock—Hazardous Materials Tactical Considerations
Communications Supervisor Alice Campbell—Interpersonal Dynamics for the Fire Service

The major capital improvement priority of the Fire Department for 1987 is an addition to the Central Fire Station and the renovation of the existing building. The Central Fire Station was designed over twenty years ago to accommodate the needs of a combination paid and volunteer Fire Department. The size of today's Fire Department, combined with a tremendous increase in administration, training, fire prevention, emergency medical and fire suppression functions have made the existing facility obsolete and severely overcrowded.

As we move into 1987, the officers, firefighters, dispatchers, and administrative staff of the Salem Fire Department continue to strive for excellence in the performance of their duties. We are truly proud to serve the citizens of the Town of Salem.



Donald B. Bliss
Fire Chief

service. The Town also purchased a new "Jaws of Life" rescue tool and a set of air rescue bags which upgraded the Fire Department's heavy rescue capabilities.

Training activities continue to be a priority of the Salem Fire Department. Firefighters and officers have achieved certification in numerous intermediate and advanced firefighter and emergency medical technician skills. Company level training exercises were conducted by the Deputy Chief, Captains, and Lieutenants to ensure that emergency evaluations could be completed safely and efficiently.

1986 STATISTICS

Fire Emergencies—1,240

Emergency Medical Services—1,608

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APRIL
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Conservation Commission Meeting 7:30 p.m.

Board of Adjustment Meeting

Planning Board Meeting 7:30 p.m.

Board of Selectmen Meeting 7:00 p.m.

208 Water Quality Commission 7:30 p.m.

Planning Board Meeting 7:30 p.m.

Board of Selectmen Meeting 7:00 p.m.

May 1987

COMMUNITY DEVELOPMENT

PLANNING DEPARTMENT

The Planning Department has two major responsibilities:
 1) Day-to-day administration of the Town's planning regulations (zoning, subdivision, and site plan ordinances) and;

- 2) Long-range planning for the community.
- One indication of our administrative duties is the number of Planning Board agenda items. Each agenda item entails several meetings with the applicant to review plans, site visits, notification of abutters, preparation of staff comments, and compliance inspections. In 1986, the Planning Board acted on over 300 agenda items, about the same as 1985. A list of major projects approved by the Board is attached.

This year we also made substantial progress on long-range planning, including completion of the 1986 Master Plan (adopted by the Planning Board on September 3, 1986), preparation of a draft Capital Improvement Program to guide major town expenditures for the next six years, and drafting over two dozen zoning amendments to help implement the Master Plan. Assistant Planner Kathryn Welch, hired in July, was a key reason for our long-range planning accomplishments.

Other Planning Department highlights in 1986 include:

- 1) Preparation of an Open Space Preservation Report by Colby College intern Pam Christman.
 - 2) Supervision of the 208 Water Quality Advisory Committee's summer intern, Don Phillips, who produced the 1986 Water Quality Report (summaries available at the Town Municipal Building).
 - 3) Preparation of the 1986 Community Profile and the Development Handbook, a summary of the staff people, boards, and procedures involved in regulating new developments.
 - 4) Initiation of efforts to educate the public about the 1986 Master Plan, including slide show presentations to several community groups, articles in the Town Newsletter, two public forums (televised on the local cable TV station) and several public work sessions and hearings sponsored by the Planning Board.
 - 5) Separation of the Building/Inspections and Planning Department, and relocation to top floor of the Town Office.
 - 6) Staff support to the Wetlands Ordinance Committee appointed by the Board of Selectmen.
 - 7) Revision of Planning Board application fees to more accurately reflect the cost of clerical and staff support.
 - 8) Initiation of townwide traffic study by Vanasse-Hangen, Inc., a Boston-based consulting firm.
 - 9) Welcoming six (6) new members to the Planning Board: Stephen Bucu (Selectmen's Representative), Robert Campbell, Richard Gregory, William Fry, Bernard Campbell, and James Thompson. Emile Corrente remains as chairman.
- The Planning Department's goals for 1987 include:
- A) Revise zoning, subdivision, and site plan regulations in conformance with the Master Plan. Priorities include: new sign ordinance; greater protection of wetlands, flood plains, and groundwater recharge areas; creation of greenbelts along rivers and streams; and provisions for affordable housing.
 - B) Continue efforts to educate the public about planning issues, through newsletters, public forums, presentations to community groups, etc.



Ross Moldoff
 Planning Director

- C) Expand our system of compliance inspections and use performance guarantees to ensure compliance with approved plans.
- D) Investigate "incentive" zoning, such as using density of height bonuses to preserve open space or protect natural areas.
- E) Follow through with recommendations in the townwide traffic study to address major traffic problems.

BUILDING AND INSPECTIONS DEPARTMENT



Samuel Zannini
 Chief Building Official
 Health Officer

In January, 1986 began with the relocation of the Building Department from the lower level to the upper level of the Municipal Office Building. Many people coming into the Building Department for the first time after the move wore smiles. They were grateful they had survived the maze of corridors through the lower level to their destination—the Building Department. Familiar faces of Samuel Zannini, Rosemarie Hartnett, and Butch Kealey helped make the transition a smooth one.

The first floor location of our department was part of the Town Manager's "one stop shopping" program. After the initial confusion of arranging the department furniture and personnel, locating materials we were sure were lost, it became evident that the public did benefit from the availability of the Building Department, Planning Department and Engineering Department in the same area of the building. The effects of one stop shopping has proven to be beneficial to the departments, too. Along with the new location, the Building Department established a new procedure for the issuing of permits: all permits are issued by the inspectors during their normal office hours of 8:30am-9:30am and 4:00pm-5:00pm, Monday through Friday.

During 1986, Samuel Zannini was promoted to head of the Building Department. His duties include overseeing all department functions and duties relating to the Plumbing Inspector, Building Official Kenneth Diodati is the Building Inspector, he is a new addition to the department and his expertise in residential and commercial construction benefits those seeking construction permits and those planning construction projects.

It is interesting to learn of the many functions handled by the Building Department: permits for new residential and commercial construction and for alterations of same, garages, sheds, pools, fences, signs, yard sales, electrical permits, plumbing and gas permits, chimney permits; citizen concerns and we are responsible for enforcement of the codes of the Town of Salem which includes the building codes, the zoning ordinance and the Sanitary Food Code.

The Town of Salem continued to enjoy a prosperous year in construction with 128 single family dwellings, 30 duplex units, and 20 commercial buildings constructed during 1986. Major commercial projects completed during 1986 included: BJ's Wholesale Warehouse, Brook Properties Commercial Warehouses, Cuomo's, Furniture Barn Plaza, Nettles Plaza, Red Roof Inn and Salem Market Place. Construction of residential dwellings continues throughout the town and in major developments such as Captain's Village, Corinthian Heights, Homestead Development and Porcupine Circle.

Samuel Zannini, Chief Building Official
 Rosemarie Hartnett, Office Manager
 Kenneth Diodati, Building Official
 S.E. (Butch) Kealey, Building Official

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	1	2 Board of Adjustment Meeting	3	4 Conservation Commission Meeting 7:30 p.m.	5	6
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JULY
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June 1987

DEPARTMENT OF ENGINEERING

Established in August, 1986 this department is responsible for engineering and construction contract administering associated with roads, sewers and water systems. Additionally, plan reviews of proposed development and inspection of subdivision construction is performed.

*Edward Blaine
Engineering Director*

A special thank you to the "Engineering Team" of Frank DeCesare, Donna Mae D'Agata, Joe Chamberlain and Jim Brown.

Edward J. Blaine, Jr., P.E.
Director of Engineering

DEPARTMENT OF PUBLIC WORKS — UTILITIES DIVISION

Over the past year the Utilities Division has been actively involved in all Water and Sewer construction in Salem. Some of the major projects were:

- 1) Route 28 contracts, which included new drain and water lines.
- 2) New water and sewer lines on Lawrence Road, Wheeler Avenue, Floral Avenue, Hawthorne Street, Iris Avenue and Butler Street.
- 3) Sections of Main Street, School Street, Stiles Road, Pelham Road and Town Farm Road, Barron Avenue extension, Dandridge Avenue and Industrial Way were either installed or inspected by the Utilities Division. Due to the amount of construction over the past year, the Division has repaired 78 water breaks. It has replaced or rebuilt 41 fire hydrants, cleaned 27 sewer mains and repaired 32 manholes.

In addition to these projects, the Water Division is responsible for 130 miles of water mains, 570 fire hydrants, 1,520 water gates, 50 miles of sewer main, 425 manholes. The Division replaced 312

water meters, along with reading every meter. The maintenance of 7 sewer lift stations, 2 water towers, 2 wellsites, 2 water booster stations, 3 dams and the pumping station at Canobie Lake, which pumped over 700,000,000 gallons of drinking water last year.

Four special projects that took place last year were: (1) the closing of the Wastewater Treatment Plant, with all flows going to the Greater Lawrence Sanitary District (GLSD), (2) rebuilding of the control gates at Arlington Dam, (3) the change from gas to liquid chlorine for water treatment, (4) the drain down and repair of the Howard Street Water Tower. Additionally, the Division responded to 2,000 or more citizen concerns.

The Utilities Division consists of ten people who work as a team to create a professional working atmosphere.

HIGHWAY DEPARTMENT

Drainage problems were corrected at 9 Joseph Road, 160' of 24" drain pipe was used on this project. Also, a drainage problem was repaired at 29 Joseph Road, using 150' of 12" drain pipe.

This Department assisted in the reconstruction of Route 28, raising and repairing catch basins.

The Highway Department was instrumental in the Town-wide Spring Trash Clean-up.

This Department razed the Old Stone Barn to make way for a parking lot at the Public Works Department.

Repairing and replacing of Street signs damaged either by vandalism or other sources.

Refurbishing of the Public Works Building and Office.

Future projects include the completion of the ballfields at Mary Queen of Peace. Also, a Town-wide catch basin cleaning and repairing along with brush cutting and grading and graveling of all roadsides.

ANIMAL CONTROL

The Kennel has facilities for twenty (20) dogs and is located at the site of the former Wastewater

Treatment Plant, off of Route 28. The amount of Kennel fees collected this year was \$769.00.

This year the Animal Control Officer traveled 13,362 miles, responded to approximately fifty (50) animal bite reports. This is a marked increase of animal bite reports, picked up 273 stray animals and found homes for seven (7) animals.

In 1986, licenses were issued to 1,178 dogs.

CEMETERIES & PROPERTIES DIVISION

CEMETERIES

Work on new expansion at Pine Grove Cemetery will be completed in early spring of 1987 and should be ready for use in the fall of the year, this section will contain approximately two hundred (200) single-grave lots, will start new expansion in 1987 for usage in 1988-89, we are averaging 115-120 burials a year and selling about 120 lots per year.

PARKS AND PROPERTIES

This division was started in the spring of this year, consisting of two (2) men whose principal duties are to maintain all of our ballfields, and all of our public properties, such as the Town Common area. These men also assist in building maintenance jobs, some of this division's accomplishments this year have been construction of two (2) wooden bridges, one at Abnaki Park on Geremonty Drive and one between parking lots at the Salem District Court and the Municipal Office Building. Constructed a flower bed at the corner of Geremonty Drive and Veteran's Memorial Parkway for the Salem Garden Club, renovations at the new Recreation Office on Main Street and also the two levels at the Municipal Office Building.

Some of this division's projects for the New Year are, the cleaning of walking trails at Hedgehog Park and Abnaki Park as well as restoring some of the infields and outfields on some of our ballfields.

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Conservation Commission Meeting 7:30 p.m.

Board of Selectmen Meeting 7:00 p.m.

Board of Adjustment Meeting

Planning Board Meeting 7:30 p.m.

Board of Selectmen Meeting 7:00 p.m.

208 Water Quality Commission 7:30 p.m.

Planning Board Meeting 7:30 p.m.

July 1987

ANNUAL REPORT FINANCE DEPARTMENT



*Gloria J. Kurisko
Finance Director*

The Finance Department was active in 1986 with the implementation of the general ledger system, additional water and sewer billing and collection, adjustments in utility user fees, betterment assessments and training on a new payroll system.

Three new employees joined our work force between June and October, including two vacated and one new position of Accounts Receivable. The staff now consists of seven full time and one part-time position, including the Finance Director, Assistant Finance Director, Purchasing Coordinator, Accounts Payable, Accounts Receivable, Payroll, one full time and one part-time Utilities Clerks.

The major goals for 1987 will be the enhancement of the payroll system, up-grading of programs in the Utilities section and the installation of electronic meter reading devices, resulting in more productivity.

We were able to stabilize the tax rate in 1986 without affecting the services to residents and look forward to a 1987 Town budget that will reflect little or no increase in taxes.

PERSONNEL DEPARTMENT

1986 continued to be a busy time for members of the Personnel Department staff. As has been the case in the past, the Department remained active in a wide-range of personnel administration and labor relations issues, and generally provided in-house technical assistance to all departments and employees.

In addition to these daily functions, the department oversaw the development and implementation of a new pay plan for non-affiliated employees and the oversight of the first year of the merit program.

Particular activity was generated in the efforts to fill several positions within the organization. Among those were Municipal Attorney, Assistant Attorney, Alternative Youth Program Coordinator, Mechanic, Light Equipment Operators, a variety of Clerks, Student Clerical Personnel, Senior Engineering Technicians, Public Works Director, Police Patrol Officers, and Fire Fighters.

As always, my deepest thanks to Personnel Assistant, Anne Priestley for her efforts in making 1986 a productive year for the Personnel Department.

Nicholas Manolis
Personnel Director

TOWN CLERK'S OFFICE

The Town Clerk's office had some major changes in 1986. Deputy Town Clerk Marjorie Jackson retired in May after 13 years of service in the Town Clerk's office. Mary Fawcett was appointed Deputy Town Clerk to fill that position. One of the clerk's positions was made part-time. Dee Mau was appointed to that 25-hour week position. Susan Norton remains a full-time Clerk and Ruth Hayes remains a part-time bookkeeper.

1987 will bring another major change to the Town Clerk's office. Automobile registrations will be done by a computer beginning January 2. This change should benefit you as it will make the process of titling and registering an automobile faster and more efficient. In the State of New Hampshire only one other municipality, Nashua, has a computer system for automobile registrations. We will be the only municipality that has the capacity for both titles and registrations printed by a computer.

Barbara Lessard
Town Clerk

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<p>JULY 1987</p> <p>S M T W T F S</p> <p>1 2 3 4</p> <p>5 6 7 8 9 10 11</p> <p>12 13 14 15 16 17 18</p> <p>19 20 21 22 23 24 25</p> <p>26 27 28 29 30 31</p>	<p>SEPTEMBER 1987</p> <p>S M T W T F S</p> <p>1 2 3 4 5</p> <p>6 7 8 9 10 11 12</p> <p>13 14 15 16 17 18 19</p> <p>20 21 22 23 24 25 26</p> <p>27 28 29 30</p>					1
2	3 Board of Selectmen Meeting 7:00 p.m.	4 Board of Adjustment Meeting	5	6 Conservation Commission Meeting 7:30 p.m.	7	8
9	10	11 Planning Board Meeting 7:30 p.m.	12	13	14	15
16	17 Board of Selectmen Meeting 7:00 p.m.	18 208 Water Quality Commission 7:30 p.m.	19	20	21	22
23	24	25 Planning Board Meeting 7:30 p.m.	26	27	28	29
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August 1987

RECREATION DEPARTMENT

The Salem Recreation Department had a very productive year in 1986. The year started off with a move of our office to the Old Town Library building on Main Street. The move quickly preceded our sponsorship of the N.H. Special Olympics Basketball Tournament where over 300 special olympians from around the State participated in the 2-day tournament.

A clear, cool day on April 20th saw over 250 children participate in our Annual Fishing Derby.

We had a very successful summer with our playground program and special summer events, especially the July 4th celebration. The annual Town Halloween Party, co-sponsored with the Salem Community Alliance was a "ghostly" good time with our 400 youths coming dressed for the occasion. Our Christmas Season was a busy one with the Boston Globe pre-season ski show, our Christmas Craft Workshop and the Santa Claus calling program.

Besides these highlights; the Recreation Department offered over 30 bus trips and 100+ skill programs during the year, along with our comprehensive Special Needs Programs and our Youth Intramural After School Programs. Overall, these numbers and programs look impressive and are important for the departments continued success. However, even more important is the quality of our programs and this year we have put special effort to improve the quality in our programs and will continue to do so.

To make all this happen, the Recreation Department depends upon part-time employees, volunteers, local service clubs and businesses to meet our various needs to provide quality recreational services. We want to thank you all for a very successful 1986 year.

In summary, the Recreation Department offers positive recreation experiences for the citizens of Salem. These programs are real alternatives from daily stress, alcohol, drugs and the television set. We challenge you to become an active participant in one of our programs, or some other positive

self-directed activity. Recreation needs to be seen as a high priority in each of our lives.

"Life. Be in it."



July 4th, 1986



July 4th, 1986



Fishing Derby

The dancing classes are a good source of exercise for the Seniors. Socializing before and after lunch is something many seniors need. Socializing is also accomplished at the dancing classes, card games, beano, ceramics or just sitting and talking.

The Town Crier, the senior newspaper sent out every other month for seniors, the editing of the Salem Senior News, which is published in both town newspapers, is readily handled by Ms. Robinson. The newscast of senior news broadcast over WVNH is also handled by Ms. Robinson. The ceramic pieces made by the ceramic class have won may first and second place prizes at the Annual Ceramic Fair.

Several area politicians visited the Senior Center to inform the Elderly of their platforms for the coming elections.

The staff is willing to listen and implement new ideas if feasible. There is excellent communication between seniors and staff. Suggestions are encouraged and weighed.

The many benefactors of the center are much appreciated and we thank them for their support.

PROGRAMS

GAMES

45's
Beano
Whist

MUSICAL

Aerobics
Line Dancing
Square Dancing

ARTISTIC

Arts and Crafts
Ceramics
Painting

HEALTH & NUTRITION

Blood Pressure
Homemaker Care Service
Salem Visiting Nurse Association
Meals on Wheels
Hot Lunches
Annual Health & Information Fair
Medicare Seminar
Extra Flu Shot Program

MISCELLANEOUS

Identification Cards
Butter & Cheese Dist.
Paralegal
Newsletter
IRS
Taxt Voucher Service
Lifeline

SPECIAL EVENTS

Valentine Dance
Easter Dinner
Halloween Dance
Thanksgiving Dinner
Christmas Party
New Year's Eve Gala
Occasional Day Trips

Monthly Senior Center Dances
Choral Variety Show
Recognition Day Dinner
Clambake
Kingston State Park Picnic
Octoberfest

Sally Sweet
Coordinator for the Elderly

SALEM SENIOR CENTER

The Salem Senior Center has special programs Monday through Friday. All programs are well attended, proving the adage, "the proof of the pudding is in the eating".

Feasibility is the watchword and old programs may be replaced by new ones if a program is not interesting.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1 Board of Adjustment Meeting	2	3 Conservation Commission Meeting 7:30 p.m.	4	5
6	7 Board of Selectmen Meeting 7:00 p.m.	8 Planning Board Meeting 7:30 p.m.	9	10	11	12
13	14	15 208 Water Quality Commission 7:30 p.m.	16	17	18	19
20	21 Board of Selectmen Meeting 7:00 p.m.	22 Planning Board Meeting 7:30 p.m.	23	24	25	26
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September 1987



Kelley Library Staff

BOARD OF TRUSTEES ANNUAL REPORT

The trustees of the library would like to point out to all the citizens of Salem that we have changed our name to "Kelley Library and Information Center." This was done so as to remind people that the library is not merely a depository of books but a source of knowledge for all its citizens as the "information explosion" of the late 20th Century begins to unfold.

We hope that you will make good use of our new "Center."

Respectfully submitted

Richard J. O'Shaughnessy, Chairperson
Anna Willis
Bertice Woodbury
Kelley Library Board of Trustees

DIRECTOR'S REPORT

1986 has been another year of challenge and of change for the Kelley Library.

The Children's Department of the library faced with challenge of its most successful year ever—with a 30% increase in circulation over 1985. The overwhelming success of the Children's Department's Summer Program put tremendous demands on all involved, but Sheila, Nannette and Coralyn are looking forward to another such summer program during 1987.

Another challenge has been in dealing with your overwhelming response to our new video cassette collection, which has surpassed all expectations and has proved to be the most popular new service ever undertaken by the library. We now have approximately 500 cassettes in our constantly growing collection, but demand has been so great that it seems continually outstrip supply. During 1987, we plan to begin integrating non-fiction cassettes (such as diet, exercise, sports, business, how-to, etc.) with books in the same subject categories in the adult non-fiction collection and increase the borrowing period to that of books. Feature films and entertainment video cassettes will continue to be shelved as a separate collection and remain at the two-day circulation period.

There have been significant changes at the Kelley Library during 1986 as well as challenges. During the summer, both Meg Maurer and Mary

Gwosch, our reference librarians, resigned to accept positions elsewhere. We are pleased to announce that Debbie Berlin is now the Senior Reference Librarian and Dawn Lomay, who joins us from a Boston library, is Assistant Reference Librarian. Debbie and Dawn will continue the high level of informational assistance you have come to expect from the library. We are also pleased to announce that Jean Williams has been appointed to the position of Technical Processing Librarian and Natalie Ducharme to the position of Head of the Circulation Department. Nannette Dow is currently on maternity leave and Coralyn Weghorst has been filling in for Nannette in the Children's Department.

The library building has also undergone some changes during 1986. The most apparent change is probably the new exterior security lighting. Inside, we have added a small Conference Room to the Lancaster and Beshara meeting rooms on the lower level of the library. The Conference Room, seating eight, is available to any Salem group or organization free of charge.

Our final major change in 1986 was long overdue. In early October, we installed a new Gaylord Circulation System to increase our accuracy and efficiency, and began the re-registration of all of our borrowers. This re-registration, never done before, was partially in response to our old and overflowing registration files and partially to more effectively process the circulation of library materials. As of December, approximately 4,000 adult and 1,000 juvenile borrowers have been re-registered and are using their new borrower's I.D. Cards.

Unfortunately, one aspect of the library has not changed and that is our rate of stolen or missing library books, which continues unabated. Two years ago, an inventory indicated that approximately 1,000 books per year are being stolen. At the low estimate of about \$20.00 per book, that comes to \$20,000 a year in stolen books. We are therefore again asking for community support for a Book Theft Detection System for the library in hope that this system will cut these losses and you will again be able to find all the information you need when you visit the library. This is the final change, and a challenge that must be met if we are to continue to provide quality library service to the community of Salem, N.H.

Respectfully submitted,

Edward V. Reed, Director
Eleanor Strang, Assistant Director

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SEPTEMBER
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	Board of Selectmen Meeting 7:00 p.m.	Board of Adjustment Meeting				

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	Board of Selectmen Meeting 7:00 p.m.	208 Water Quality Commission 7:30 p.m.				

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Conservation Commission Meeting 7:30 p.m.		

October 1987

SALEM DISTRICT COURT



Salem District Court

The court only processed 182 juvenile petitions this past year. If the diversion program was not available, an additional 200 cases could have been brought. Also, people are requesting assistance as there is no court involvement.

These services are so critical to the well-being of the youngsters of this community that the Town of Salem should consider funding a juvenile service officer.

REPORT OF THE PROBATION DEPARTMENT JUVENILE DIVISION SALEM DISTRICT COURT

The Probation Department also deals with the so-called "status offenders," those youths who habitually disobey the lawful demands of their parents, school officials, and others in various positions of authority. They are generally referred to as uncontrollable, truants, and runaways. Services provided include problem assessment, direct counseling, psychological evaluation, alternative placement (foster care, group homes, institutional), and outside agency referral. The principal focus of this department is delinquency prevention. An effort is made to prevent Court action by way of an elaborate diversion process which zeros in on various "symptoms" of delinquent behavior. Once these symptoms are identified, the wheels can be set in motion in terms of a plan for corrective action. In order for such a plan to produce beneficial results, parental participation and cooperation in the process is absolutely critical. Success in changing negative behavior patterns is often directly proportional to the extent in which parents are willing to actively participate in creating such change.

Raising children is a monumental task, and the decision to raise children carries with it an equally monumental responsibility. Every parent, regardless of educational or social-economic standing has problems from time to time in the trying business of producing mature, stable, responsible,

productive adults from helpless, screaming infants. Some parents see it as a labor of love, some see it as just labor. However you see it, what is important for you to know, is that help is available. Don't wait until what may appear to be routine behavior problems become unmanageable. Early identification remains an indispensable tool in problem resolution.

For further information or consultation, contact the Chief Probation Officer, Brad Mulhearn at 893-6597.

Robert D. Marshall
District Court Judge

SALEM PROBATION DEPARTMENT ADULT DIVISION

Probation in Salem is an inexpensive and effective means of disposing of criminal and juvenile cases while providing appropriate supervision of offenders, protection for society and rehabilitation that returns to the community a productive, tax-paying citizen.

Currently, the Adult Probation supervises in excess of 140 cases to include adult and juvenile offenders and is responsible for the alternative sentencing program involving public service projects throughout the community. In addition, the Department collects indigent fees and oversees approximately 200 DWI offenders who are referred to the Alcohol Awareness Program.

Throughout its activities, the Adult Probation Department keeps the Court informed of a person's progress and makes recommendations as to his or her adjustment in relation to society's expectations based upon the Probation Officer's working knowledge and final assessment of the individual.

Arthur H. Wyman
Probation Officer
Salem District Court

The Salem District Court processed 14,408 cases in 1986, a slight decrease in last year's total of 15,408 (9%).

It is expected that the State of New Hampshire will be taking over the town's probation department as of July 1, 1987. The adult probationers will be supervised by the Department of Corrections and the juvenile offenders will be managed by the Division of Children and Youth Services. It is hoped that these departments will provide the same level of service that has been provided to the community in the past by the local department.

I am extremely concerned that the juvenile diversion programs we now have will be eliminated in the state takeover. It would be a tremendous loss to the community. The focus of the program is delinquency prevention. Instead of bringing youngsters into court on delinquency petitions, they are placed in a supervised diversion program. We then attempt to identify the individual's problems, teach them that they are responsible for their own actions, and develop a constructive case plan to produce beneficial results.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 Board of Selectmen Meeting 7:00 p.m.	3 Board of Adjustment Meeting	4	5 Conservation Commission Meeting 7:30 p.m.	6	7
8	9	10 Planning Board Meeting 7:30 p.m.	11	12	13	14
15	16 Board of Selectmen Meeting 7:00 p.m.	17 208 Water Quality Commission 7:30 p.m.	18	19	20	21
22	23	24 Planning Board Meeting 7:30 p.m.	25	26	27	28
29	30 Board of Selectmen Meeting 7:00 p.m.					

OCTOBER 1987						
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November 1987

THE HOUSING AUTHORITY OF THE TOWN OF SALEM

Salem, New Hampshire



Salem Housing Authority, L-R, Bertrand H. Duvernoy, Michael Carney, Nancy Rochira, Executive Director, Delbert Downing, Chairman, Raymond Bower, Doris Beshara

The Salem Housing Authority operates the Public Housing Program funded by the Department of Housing and Urban Development, assisting one hundred and fifty (150) eligible households. The Authority received an additional allocation of units under the Section 8 Housing Assistance Payments Program in 1986 and now assists forty-two (42) households under this program; subsidizing rentals with private landlords.

CIAP (Comprehensive Incentives Assistance Program) funds were received from HUD enabling the Authority to provide installation of energy efficient window panels, additional roof insulation, as well as energy efficient hot water heaters and lighting in common areas. The project was successfully completed and closed out in 1985-1986.

1986 was a year of change for rent levels, as all assisted households now pay thirty percent (30%) of adjusted income for rent. Assistance was provided on the basis of tenants paying twenty-five percent (25%) of income for rent in the past, phasing up to the thirty percent level in 1986. This is evidence of the Federal Government's attempt at reducing subsidy levels for assisted housing.

Of course the need for additional assistance is extensive as reflected by the Authority's Waiting Lists of over two hundred and fifty (250) applicants for Public Housing and Section 8. An analysis of the Waiting Lists reveals that some applicants (elderly and families) are paying over fifty percent (50%) of income for rent. Federal funding for construction of new units is virtually nonexistent and thus, we are working on the possibility of entering into a program in cooperation with the State Housing and Finance Authority. Our agency has worked with the Town to acquire land for development of units in concert with the State Agency. Research of this possibility still continues and will continue, but no definitive or concrete plans are in place at this time.

It was with a great deal of pride in 1986 that the Salem Housing Authority accepted the NAHRO Award for Project Design Excellence for New England. Teller Circle was in competition with several other housing projects and was selected as the New England Award winner for its outstanding architectural design and unique construction concepts.

A very valued member of the Authority retired in 1986. George Geli, senior Commissioner of the SHA who served with the utmost dedication since 1971, retired in March of 1986, deciding not to seek reappointment. George's loyalty and commitment shall be long remembered.

The Salem Housing Authority takes this opportunity to thank the Town of Salem for its support and cooperation. The Authority will continue its efforts to expand housing assistance despite reduced Federal Funding, always progressing to achieve our objective to better serve the community.

Respectfully submitted,

Nancy M. Rochira, PHM
EXECUTIVE DIRECTOR

BOARD OF COMMISSIONERS

Delbert F. Downing, Chairman
Michael J. Carney, Vice-Chairman
Raymond A. Bower
Bertrand H. Duvernoy
Doris Beshara

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1 Board of Adjustment Meeting	2	3 Conservation Commission Meeting 7:30 p.m.	4	5
6	7	8 Planning Board Meeting 7:30 p.m.	9	10	11	12
13	14 Board of Selectmen Meeting 7:00 p.m.	15 208 Water Quality Commission 7:30 p.m.	16	17	18	19
20	21	22 Planning Board Meeting 7:30 p.m.	23	24	25	26
27	28 Board of Selectmen Meeting 7:00 p.m.	29	30	31	NOVEMBER 1987 S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	
					JANUARY 1988 S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	

December 1987

DERRY VISITING NURSES ASSOCIATION

Derry Visiting Nurses Association believes that the overall health of any community springs from the health of each individual, family and group within the community. We also believe that many different services are effective in supporting individual health. Since 1979, Derry VNA has provided Salem residents with homemaking service, a very vital link in the chain of services which helps individuals to stay as healthy as they can be, and live independently as long as they can.

Homemaker services are provided to meet a need related to problems of chronic or temporary illness, problems of aging, handicapping conditions, or family stress. A nurse-supervisor makes a home visit to each client admitted to help the client assess needs and plan for services. Homemaking services are carefully tailored to the individual client to assure that the most needed tasks for his/her household are accomplished. A statistical unit of service is one half hour of in-home service; a typical visit consists of four units. The Salem town allocation for this past year has been combined with funds granted by the State of New Hampshire and modest client donations to provide this service.

In the 1985-86 year Derry VNA also provided a significant number of units of HELP service for Salem residents. HELP is a full fee, private pay service which provides respite care, in-home day care, adult sitting and various other in-home services. (Also listed in the statistical report below are a minimal number of other visits which were provided in special situations.)

In addition to services provided to individuals in Salem, Derry VNA is very pleased to be able to work with various Salem organizations in the Healthy Older People initiative. "HOP" is a program of education and community activities sponsored by the United States Department of Human Services and the New Hampshire Bureau of Health Promotion.

As this service of New Hampshire grows in population and more services are needed by our residents, it becomes ever more important for helping organizations to work together. Derry VNA is anxious to cooperate with local agencies to ensure that Salem residents receive the best service possible.

WELFARE DEPARTMENT

Salem's Town Welfare Department offers a safety net, temporarily providing assistance in the form of vouchers for food, shelter, heat, utilities, and other necessities to residents who have no other resources to get through difficult times or crises. The Town assisted 124 households in need of general assistance in 1986 at a cost of \$42,654. The greatest expense was in housing which has been the trend in recent years because of the lack of affordable and low income housing in Salem. The Town Welfare Office also incurred costs of \$3,344 for court ordered youth expenses, and \$7,611 for the local share cost of State administered programs: Old Age Assistance, Disability and Nursing Home Care. These expenses will be the responsibility of the State and Rockingham County in 1987.

Local welfare reforms in 1986 encouraged local involvement and local resources in solving problems at the community level. Accordingly, the Town Welfare Department is involving itself in developing alternative youth programs for troubled children, such as a Big Brother/Big Sister Program.

One of our goals is to continue to coordinate services and work closely with other agencies to better serve Salem's needy.

We want to send out a special thanks to these community spirited groups: Salem Community Alliance, Pleasant Street Methodist Church, Salem Kiwanis Club, K-Mart, Salem Bikers, and Town Municipal employees for providing Thanksgiving and Christmas baskets, turkeys, and Christmas presents for children of needy families.

Bob Loranger, Welfare Administrator
Jean Knight, Senior Clerical
Alfreda Payne, Youth Worker

Chairman, Howard C. Glynn
Vice Chair, Ronald J. Belanger
Stephen Buco
David B. Tilton, Sr.
Charles W. Coll

Admin. Asst., Catherine Violette
Switch, Op./Clerk I, Ginni Johnson

Fire - 59 Officers
5 Provisional
5 Civilians

Fire Chief Donald Bliss
Deputy Chief A.J. Bodenrader
Admin. Secretary,
Pat Dreyer
Captains (4)
Fire Marshall (1)
Firefighters (42)
Dispatchers (4)
Lieutenants (16)

Chief John P. Gamley
Commander James Ross
Lieutenants (5)
Sergeants (8)
Patrolmen (30)
Dispatchers (7)
Clerical (6)
Special Officers (29)
(P.T.)

Board of Selectmen
Term - three (3) years
Elected - five members

Town Manager
Thomas M. Melena

Public Works (39)

Clerk I,
Alice Perrault
Highway Division
Superintendent,
Richard Sliger
Employees (14)

Parks & Properties
Superintendent,
Harold McLean
Employees (5)
Seasonal - P.T.

Animal Control
Paul Weed
Landfill
Employeea (2)

Wastewater/Water
Superintendent,
George Sealy
Daniel Pacheco
Employees (8)

Fleet Maintenance
Chief Mechanic,
J. Frank Callahan
Employeea (3)

Legal

Personnel

Community Development (12)

Planning Director,
Ross Moldoff
Asst. Planner,
Kate Welch
Clerk II,
Lydia Esmel

Building & Inspections
Building Official/Health
Official,
Sam Zannini
Admin. Secretary,
Rosemarie Hartnett
Building Official,
Kenneth Diodati

Engineering Dept.
Engineering Director,
Edward Blaine, Jr.
Admin. Secretary
Domna Mae D'Agata
Sr. Technician,
Joe Chamberlain
Sr. Technician,
Francis DeCesare
Sr. Technician,
James Brown

Town Attorney, Robert Ciandella
Prosecutor, Diane Gaspar
Clerk II, Andrea McPherson
Clerk I, Susan Jones (P.T.)

Personnel Director, Nicholas Manolis
Personnel Asst. Anne Priestley

Finance and
Admin. Services(19)
P.T. (2)

Finance Dept.
Finance Director,
Gloria Kurisko
Asst. Finance Dir.,
Frances Bernard
Purchasing Coordinator,
Marilyn Pearson

Account Clerk,
Jackie Delaney
Account Clerk,
Susan Galvin
Account Clerk,
Rena O'Connell
Account Clerk,
Robert Blanchette
Account Clerk,
Joan Callant - P.T.

Assessing Dept.
Chief Assessor,
Normand Pelletier
Deputy Assessor,
Catherine Melvin
Joyce Desrosiers
Jackie Gucciard
Data Processing
Manager,
John Bernard
Programmer,
Karen Landry

Town Clerk - Elected
Barbara Lessard
Deputy Clerk,
Mary Fawcett
Susan Norton
Ruth Hays - P.T.
Dee Mau - P.T.

Tax Collector - Elected
John Lamprey
Deputy Tax Collector,
Muriel Marston
Patricia Carter

Treasurer - Elected
Gloria Kurisko - Acting

Human Services (9)
P.T. (7), Seasonal (27)

Welfare Dept.
Welfare Director,
Robert Loranger
Clerk II,
Jean Knight

Recreation Dept.
Recreation Director,
Brian Ross
Program Coordinator,
Julie Gadoway
Clerk I,
Catherine Helle - P.T.

Seniors Program
Sr. Center Coordinator,
Sally Sweet
Part-time - (7)

Probation Officers
Frank Hudson
Chief Officer,
Clerk I, Wyma
Margie Dumbauskas

Carri • Plodzik • Sanderson
accountants & auditors

A. Bruce Carri, CPA
Stephen D. Plodzik, PA
Robert E. Sanderson, PA

193 North Main Street
Concord, New Hampshire 03301
Telephone: 603-225-6996

ACCOUNTANT'S REPORT ON FINANCIAL PRESENTATION

To the Members of
the Board of Selectmen
Town of Salem
Salem, New Hampshire

We have examined the combined financial statements and the combining, individual fund and account group financial statements of the Town of Salem, New Hampshire as of and for the year ended December 31, 1985, as listed in the table of contents. Our examination was made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

As described in Note 1B, the combined financial statements referred to above do not include financial statements of the General Fixed Asset Group of Accounts which should be included to conform with generally accepted accounting principles.

In our opinion, except that omission of the General Fixed Asset Group of Accounts results in an incomplete presentation, as explained in the above paragraph, the combined financial statements and the combining, individual fund and account group financial statements referred to above present fairly the financial position of the Town of Salem, New Hampshire at December 31, 1985, and the results of its operations for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Our examination was made for the purpose of forming an opinion on the combined financial statements taken as a whole and on the combining, individual fund and account group financial statements. The accompanying financial information listed as supplemental schedules in the table of contents, including the supplemental Schedule of Federal Assistance, is presented for purposes of additional analysis and is not a required part of the combined financial statements of the Town of Salem, New Hampshire. The information has been subjected to the auditing procedures applied in the examination of the combined, combining, individual fund and account group financial statements and, in our opinion, is fairly stated in all material respects in relation to the combined financial statements taken as a whole.

June 26, 1986

G. Bruce Carri, CPA
CARRI - PLODZIK - SANDERSON

Carri • Plodzik • Sanderson
accountants & auditors

A. Bruce Carri, CPA
Stephen D. Plodzik, PA
Robert E. Sanderson, PA

193 North Main Street
Concord, New Hampshire 03301
Telephone: 603-225-6996

AUDITOR'S REPORT ON INTERNAL ACCOUNTING CONTROLS

To the Members of
the Board of Selectmen
Town of Salem
Salem, New Hampshire

We have examined the combined financial statements and the combining, individual fund and account group financial statements of the Town of Salem, New Hampshire, for the year ended December 31, 1985, and have issued our report thereon dated June 26, 1986. As part of our examination, we made a study and evaluation of the internal control systems, including applicable internal administrative controls, used in administering Federal financial assistance programs to the extent we considered necessary to evaluate the systems as required by generally accepted auditing standards, the standards for financial and compliance audits contained in the Standards For Audit of Governmental Organizations, Programs, Activities, and Functions, issued by the U.S. General Accounting Office, the Single Audit Act of 1984, and the provisions of OMB Circular A-128, Audits of State and Local Governments. For the purpose of this report, we have classified the significant internal accounting and administrative controls used in administering Federal financial assistance programs in the following categories:

Budgeting Controls
Assessing, Levying and Collecting Taxes
Payroll Cycle
Expenditure (other than payroll) Cycle
Electronic Data Cycle
Revenue Cycle
Financial Reporting Cycle
Controls Used in Administering Federal Programs
Political Activity
Davis-Bacon Act
Civil Rights
Cash Management
Relocation Assistance and Real Property Acquisition
Federal Financial Reports

The management of the Town of Salem, New Hampshire, is responsible for establishing and maintaining internal control systems used in administering Federal financial assistance programs. In fulfilling that responsibility, estimates and judgments by management are required to assess the expected benefits and related costs of control procedures. The objectives of internal control systems used in administering Federal financial assistance programs

Town of Salem

Auditor's Report on Internal Accounting Controls (Continued)

are to provide management with reasonable, but not absolute, assurance that, with respect to Federal financial assistance programs, resource use is consistent with laws, regulations, and policies; resources are safeguarded against waste, loss, and misuse; and reliable data are obtained, maintained, and fairly disclosed in reports.

Because of inherent limitations in any system of internal accounting and administrative controls used in administering Federal financial assistance programs, errors or irregularities may nevertheless occur and not be detected. Also, projection of any evaluation of the systems to future periods is subject to the risk that procedures may become inadequate because of changes in conditions or that the degree of compliance with the procedures may deteriorate.

Our study included all of the applicable control categories listed above. During the year ended December 31, 1985, the Town of Salem, New Hampshire expended 100% of its total Federal financial assistance under the major Federal financial assistance programs. With respect to internal control systems used in administering major Federal financial assistance programs, our study and evaluation included considering the types of errors and irregularities that could occur, determining the internal control procedures that should prevent or detect such errors and irregularities, determining whether the necessary procedures are prescribed and are being followed satisfactorily, and evaluating any weaknesses.

With respect to the internal control systems used solely in administering the nonmajor Federal financial assistance programs of the Town of Salem, New Hampshire, our study and evaluation was limited to a preliminary review of the systems to obtain an understanding of the control environment and the flow of transactions through the accounting system. Our study and evaluation of the internal control systems used solely in administering the nonmajor Federal financial assistance programs of the Town of Salem, New Hampshire, did not extend beyond this preliminary review phase.

Our study and evaluation was more limited than would be necessary to express an opinion on the internal control systems used in administering the Federal financial assistance programs of the Town of Salem, New Hampshire. Accordingly, we do not express an opinion on the internal control systems used in administering the Federal financial assistance programs of the Town of Salem, New Hampshire. Further, we do not express an opinion on the internal control systems used in administering the major Federal financial assistance programs of the Town of Salem, New Hampshire.

Also, our examination, made in accordance with the standards mentioned above, would not necessarily disclose material weaknesses in the internal control systems used solely in administering nonmajor Federal financial assistance programs.

However, our study and evaluation and our examination disclosed no condition that we believe to be a material weakness, except as indicated in our management letter of June 26, 1986, in relation to a Federal financial assistance program.

Town of Salem

Auditor's Report on Internal Accounting Controls (Continued)

This report is intended solely for the use of management and the applicable Federal agencies and should not be used for any other purpose. This restriction is not intended to limit the distribution of this report, which, upon acceptance by the Town of Salem, New Hampshire, is a matter of public record.

June 26, 1986

C. Bruce Lanni CPA

CARRI - PLODZIK - SANDERSON

MAJOR PROJECTS APPROVED BY PLANNING BOARD - 1986

APPLICANT	PROJECT	LOCATION	MAE/LOT	Stilian Sub.	8 lot subdiv.	Haverhill Rd.	67-27
Captain's Vil.	10 lot subdiv.	Olde Woode Rd.	77-7A,7T,7U	Lancelot Court	Condo conversion	Cluff Cr. Rd.	93-1
Gordon	10 lot subdiv.	Route 111	71-2A	Haffner's	6 stall car wash	S. Broadway	4-4A
Canobie Lake Pk.	Haunted Mine Ride	S. Policy St.	39-18	Salem Bldg. Supply	5,400 s.f.addition	Main Street	15-2&2B
Wickson	36,000 s.f. retail/office bldg.	Ermer Rd/Route 111	66-6B	Rockingham Downs	40,000 retail Ctr.	N. Broadway	34-41
D'Jamoo	9600 s.f. warehouse	Lowell Rd.	98-23	K&P Inc.	10,500 s.f. office/warehouse	Lowell Rd.	115-7765
Chalet Susse	105 room hotel	Keewaydin Dr.	92-29D,29J	Scott Const.	17,440 s.f. office/warehouse	Northwest Dr.	96-10467
Corinthian Hts.	12 lot subdiv.	Corinthian Dr.	69-4-26	Triumphant Cross	200 Seat Church	Z. Hill Rd.	71-5-3
Harvey Industr.	7200 s.f. warehouse add.	Industrial way	87-6A	Captain's Vil. Sub.	6 lot subdiv.	Olde Woode Rd.	77-7U-7V
Belair/Connell (Brookhollow sub.)	51 lot subdiv.	Town Farm Road/76-17	80-29	Rock. Mall	155,00 s.f.addition	Cluff Cr. Rd.	93-3&3A
99 Site Plan	restaurant	S. Broadway	12-4	Heritage Dev.	27,500 s.f. Industrial Bldg.	Commercial Dr.	96-10467
HCA	Prof. Office	Main Street	15-179	Drivick	4,600 s.f. Office	Main Street	90-56
SFPT	30,000 s.f. Office Bldg.	Stiles Rd.	92-23-1	Parkview Motel	54 unit addition	S. Broadway	13-33A
Keewaydin Sub.	5 lot subdiv.	Commercial Dr.	87-7				
Andcorp Site Plan	14,400 s.f. Industrial Bldg.	Commercial Dr.	91-19-2				
SBR Realty	105,000 s.f. Retail Bldg.	Cluff Rd.	94-3&3A				
Stone Post Sub.	15 lot subdiv.	School St.	27-4				
L.T. Con sub.	9 lot subdiv.	Haverhill Rd.	70-15				
Salemhaven Site	190 Elderly Housing units	Germonty Dr.	89-11&11A				
Annaloro	28,600 s.f.addition	S. Policy St.	45-6				
KEM Sub.	14 lot subdiv.	Wheeler Ave.	90-3&23K				
Continental Realty	12,000 s.f. Industrial Bldg.	Delaware Dr.	98-19-2				

KELLEY LIBRARY STATISTICS 1986

YOUR LIBRARY CARD GIVES YOU INSTANT ACCESS TO:

THE BEST COLLECTION OF NEW AND POPULAR BOOKS OF ANY LIBRARY IN ROCKINGHAM COUNTY!

"DEDICATED TO SERVING YOU"

The very latest best-sellers, current books on every subject, magazines, paperbacks, records, films and video cassettes, art prints and sculpture, etc.
Our current library collections include:

ADULT SERVICES:

circulation:		
BOOKS, MAGAZINES AND PAPERBACKS.....	113,731	
PHONOGRAPH RECORDS, AUDIO CASSETTES, ART PRINTS.....	4,896	
VIDEO CASSETTES, FILMS AND AV EQUIPMENT.....	3,275	
MUSEUM PASS.....	101	
Sub Total.....	122,003	
104 BOOK REQUESTS PROCESSED		
2,468 RESERVE NOTICES PROCESSED		
7,575 OVERDUE NOTICES PROCESSED		
14,548 OVERDUE MATERIALS PROCESSED		
1,539 NEW BORROWERS REGISTERED		
3,895 EXISTING BORROWERS RE-REGISTERED		

CHILDREN'S SERVICES:

circulation:		
BOOKS, MAGAZINES AND PAPERBACKS.....	75,180	
PHONOGRAPH RECORDS AND AUDIO CASSETTES.....	1,724	
BOOKS AND TOYS.....	140	
FILMS AND VIDEO CASSETTES.....	9,481	
Sub Total.....	86,525	
4,274 OVERDUE NOTICES PROCESSED		
9,600 OVERDUE MATERIALS PROCESSED		
454 NEW BORROWERS REGISTERED		
952 EXISTING BORROWERS RE-REGISTERED		
2,878 STORY HOUR ATTENDANCE		
1,635 OTHER PROGRAMS ATTENDANCE		
ADULT & CHILDREN'S CIRCULATION GRAND TOTAL.....	208,528	

INFORMATION AND REFERENCE SERVICES:

REFERENCE AND RESEARCH QUESTIONS ANSWERED	6,621
INTER-LIBRARY LOAN REQUESTS PROCESSED	856
ONLINE DATABASE SEARCHES CONDUCTED	262

TECHNICAL PROCESSING AND CATALOGING SERVICES:

3,373 HARDCOVER BOOKS CATALOGED AND PROCESSED
4,534 PAPERBACKS AND OTHER LIBRARY MATERIALS PROCESSED
1,686 LIBRARY BOOKS AND OTHER LIBRARY MATERIALS WITHDRAWN

71,624 BOOKS
23,874 PAPERBACKS
469 MAGAZINE AND NEWSPAPER SUBSCRIPTIONS
3,284 RECORDS AND AUDIO CASSETTES
428 ART PRINTS AND SCULPTURES
426 FILMS AND VIDEO CASSETTES
62 PUBLIC-ACCESS COMPUTER PROGRAMS

"LANDMARK LIBRARY SERVICE."

- UP-TO-DATE INFORMATION YOU NEED - CAREER, SMALL BUSINESS, PERSONAL FINANCE, HEALTH...
- ACCESS TO POWERFUL ON-LINE DATABASES LIKE DIALOG,
- CURRENT COLLECTIONS OF PRINT AND NON-PRINT MATERIALS, INCLUDING VIDEO CASSETTES.
- MEETING ROOMS - DURING 1986, 777 MEETINGS WERE SCHEDULED FOR OUR THREE FULLY EQUIPPED, FULLY ACCESSIBLE MEETING AND CONFERENCE ROOMS.
- PROGRAMS AND SERVICES FOR EVERYONE.
- A STAFF OF FOURTEEN TRAINED AND KNOWLEDGEABLE LIBRARIANS DEDICATED TO SERVING YOU!
- A COMFORTABLE, MODERN BUILDING IN WHICH TO READ, BROWSE OR STUDY.

MANY PEOPLE SAY, "IT'S THE BEST LIBRARY I HAVE EVER USED."

ASSESSING DEPARTMENT

SUMMARY INVENTORY

	1985	1986
LAND	194,031,620	199,192,510
BUILDINGS	371,428,900	394,079,350
GAS COMPANIES	151,000	395,500
OIL PIPELINE	7,094,000	7,082,900
TOTAL GROSS VALUATION	572,705,520	600,750,260
ELDERLY EXEMPTIONS	3,832,000	3,653,600
BLIND EXEMPTIONS	97,200	135,000
TOTAL NET VALUATION	568,776,320	596,961,660
TAXES BEFORE VETERANS EXEMPTION	19,850,294	20,290,727
MINUS VETERANS EXEMPTION	110,100	107,338
NET PROPERTY COMMITMENT	19,740,194	20,183,389
TAX RATE	34.90	33.99
TOTAL CURRENT USE ACREAGE	2654	2660
TOTAL FULL VALUE	5,960,000	5,902,810
CURRENT USE VALUE	223,450	219,490
ASSESSMENT		
ASSESSMENT REDUCTION DUE TO CURRENT USE	5,736,550	5,683,320

Normand Pelletier CNHA
Chief Assessor

REPORT OF TOWN CLERK
1 9 8 6

REPORT OF TOWN CLERK
VITAL STATISTICS
1 9 8 6

Automobile Tax Permits	1986 (30,834)	\$2,067,466.00
Dog Licenses		
	1985 (25)	54.60
	1986 (1,193)	4,927.05
Title Fees		8,797.00
Certified Copies		1,984.00
Uniform Commercial Code Filings		8,299.00
Collection Fees		470.00
Filing Fees		39.00
Recording Fees		6.00
Legal Fees--Dogs		160.00
Dredge & Fill Permits		74.00
Pole Permits		200.00
Marriage License Fees		6,500.00
Miscellaneous		<u>30.07</u>
		\$2,099,006.72
Less Remittance to State of NH for Marriage License Fees		<u>- 6,500.00</u>
		\$2,092,506.72

Recorded in Town Clerk's Office:

Marriages	485
Births (Born in Salem, NH)	1
Deaths, Salem Residents	129
Deaths, non-Residents (Buried in Salem, NH)	47

Barbara M. Lessard
Town Clerk, Salem, NH

Barbara M. Lessard
Town Clerk, Salem, NH

TAX COLLECTOR'S REPORT

Fiscal Year Ended December 31, 1986

Town of Salem, N.H.

DR.

Uncollected Taxes-Beginning of Fiscal Year	1986	1985	1984	Prior
Property Taxes	\$ 1462013.01	\$ 3853.23	\$ 29081.74	
Resident Taxes	66840.00	36270.00	37410.00	
Land Use Change Taxes	6000.00			
Yield Taxes	283.94	1026.70	405.61	
Sewer Rents	194510.17			

Taxes Committed To Collector:

Property Taxes	20186837.00
Resident Taxes	223150.00
National Bank Stock	16.78
Land Use Change Taxes	120300.00
Yield Taxes	4099.34
Sewer Rents	873643.10

Added Taxes

Property Taxes	30478.00
Resident Taxes	21750.00
Overpayments	
a/c Property Taxes	38054.11
b/c Resident Taxes	1030.00

Interest Collected on Delinquent

Property Taxes	26633.02
Penalties Collected on Resident Taxes	474.00

Total Debits \$21720968.98

Report subject to Audit

John H. Lamprey, Tax Collector

Remittances To Treasurer During Fiscal Year

Property Taxes	1986	1985	1984	Prior
Resident Taxes	\$19022468.77	\$1458530.29	\$	\$ 4469.03
National Bank Stock	165160.00	15620.00		
Yield Taxes	10.24			
Sewer Rents	3608.36			
Land Use Change Taxes	839004.18			
Interest Collected During Year	110300.00	55735.14		2248.49
Penalties Collected	26633.02	2105.00		
	474.00			

Abatements Made During Year:

Property Taxes	4633.00	6399.00		388.91
Resident Taxes	2460.00	2830.00		2660.00
Yield Taxes				
Sewer Rents	23383.37			

Uncollected Taxes-End of Fiscal Year:

Property Taxes	1228267.34	317.59	3853.23	24223.80
Resident Taxes	78310.00	50420.00	33610.00	37410.00
Sewer Rents	205765.72			
Yield Taxes	490.88	283.94	1026.70	405.61
Land Use Change Taxes	10000.00	6000.00		

Total Credits \$21720968.98

\$1598240.96

\$41149.93

\$69145.84

SUMMARY OF TAX SALES ACCOUNTS

Town of Salem

1986

	1985	1984	1983
Unredeemed December 31, 1985		\$109,066.92	\$ 65,434.56
Taxes Sold to Town During Current Year	\$49,453.92		
Interest Collected after sale	810.03	10,880.24	23,850.72
Excess Credits		.04	14.00
Total Debits	\$50,262.95	\$119,947.20	\$ 89,299.28
Redemptions to Town		\$20,540.37	\$ 64,366.37
Interest and Costs after sale		810.03	23,850.72
Abatemente		618.52	18.05
Decded to Town		197.58	186.98
Unredeemed Taxes			
December 31, 1986		28,096.45	875.16
Total Credits	\$50,262.95	\$119,947.20	\$ 89,299.28

CR.

Report Subject to Audit

John H. Lamprey, Tax Collector

CONSERVATION FUND
1986

Cash on Hand January 1, 1986 19,811.33
 Receipts:
 Interest 1,063.08
 From Town of Salem 1,000.00

21,874.41

Expended: -0-

21,874.41

Balance December 31, 1986

CAPITAL PROJECTS FUND

PURPOSE	APPROP. 1986	PRIOR YEAR CARRYOVERS	EXPENDED	ENCUMBERED	BALANCE + (-)
---------	-----------------	--------------------------	----------	------------	------------------

Sewer Fund	279,178		279,178		
Sewer Const. I	1,687,812		1,353,901	333,911	
Sewer Const. II	1,335,920		215,139	1,120,781	
Water Sys. Imp.	42,992		42,992		
Water Facilities	1,123,791		1,123,791		
Road Imp.	23,752		8,205	15,547	
Landfill Imp.	15,398			15,398	
Dam Repairs	2,343			2,343	

279,178 4,232,008 3,023,206 1,487,980

Federal Revenue Sharing

1986

APPROP. 1986	PRIOR YEARS CARRYOVERS	EXPENDED	ENCUMBERED	BALANCE + (-)
-----------------	---------------------------	----------	------------	------------------

Comm. Console	80,000		232	79,768
Road Imp.	15,853		15,853	
Rt 28 Water	190,000		174,629	15,371
Open Space Land				38,786
Microfilming Records	38,786		522	3,257
Voting Eq.	3,779			2,000
Fare Equip.	2,000			
Eng Equip.	139,989		139,989	
Eng. serv. Spickett River	20,000			20,000
Ballfield MOP	5,698		5,698	
Water Study	327		327	

285,853 210,579 337,250 118,396 40,786

SEWER DEPARTMENT

PURPOSE	APPROP. 1986	EXPENDED 1986	ENCUMBERED 1986	BALANCE + (-)
Personal Services	68,382	71,449		(3,067)
Supplies	1,250	1,251	128	(129)
Services & Other Charges	1,321,868	1,270,433	74	51,361
	1,391,500	1,343,133	202	48,165

Revenue-1986	Budget	Received	Balance
	1,391,500	1,515,302	123,802

WATER DEPARTMENT

PURPOSE	APPROP. 1986	EXPENDED 1986	ENCUMBERED 1986	BALANCE + (-)
Personal Services	249,613	205,377		44,236
Supplies	55,714	45,954	1,736	8,024
Services & Other Charges	798,888	555,321	214	243,353
Equipment	67,000	10,925	34,539	21,536

1,171,215 817,577 36,489 317,149

Revenue-1986	Budget	Received	Balance
	1,171,215	978,398	(192,817)

STATEMENT OF APPROPRIATION - TAXES ASSESSED - 1986

Capital Outlay

Soccer Field	50,000
Police Console	80,000
Water Line-Rt 28-Revenue Sharing	190,000
Road Improvement-Revenue Sharing	15,853
Equipment	255,754
<u>Miscellaneous</u>	
Road Improvement	38,043
Municipal Water Department	1,171,215
Municipal Sewer Department	1,347,500
Insurance	347,500
Pension (Retirees)	27,782
Retired Pool/Sick Leave Buy Back	35,000
Salary Adjustment	52,428
TOTAL APPROPRIATIONS:	14,797,604

<u>General Government</u>	
Town Officer's Salaries	44,521
Town Officer's Expenses	873,151
Election and Registration Expenses	31,118
Cemeteries	118,133
General Government Buildings	118,056
Legal Expenses	56,203
<u>Public Safety</u>	
Police Department	2,710,698
Fire Department	2,500,317
Civil Defense	21,554
Building Inspection	198,746
<u>Highways, Street, Bridges</u>	
Town Maintenance	157,296
General Highway Department Expenses	985,636
Street Lighting	220,241
Road Improvements	38,043
Drainage Study	40,000
Capital Reserve-Roads	45,000
<u>Sanitation</u>	
Solid Waste Disposal	310,879
<u>Health</u>	
Animal Control	36,847
208 Water Quality	8,000
RCCAP	3,303
Seacoast Task Force	1,000
Rockingham Hospice	2,000
<u>Welfare</u>	
General Assistance	134,019
Old Age Assistance	12,000
Outside Human Service Organization	45,334
DVNA	11,834
RSVP	1,600
<u>Culture and Recreation</u>	
Library	559,800
Parks and Recreation	197,372
Patriotic Purposes	9,800
Elderly Programs	73,922
<u>Debt Service</u>	
Principal of Long-Term Bonds & Notes	661,772
Interest Expense-Long-Term Bonds & Notes	440,393
Interest Expense-Tax Anticipation Notes	125,000

SOURCES OF REVENUE

Taxes

Resident Taxes 239,150
National Bank Stock Taxes 10
Yield Taxes 1,250
Interest and Penalties on Taxes 150,000
Boat Tax 15,000

Intergovernmental Revenues - State

Shared Revenue - Block Grant 347,732
Highway Block Grant 237,007
Railroad Tax 22
State Aid Water Pollution Projects 34,784

Intergovernmental Revenues - Federal

CDBG 13,700
HCRS 300
Soccer Field 25,000

License and Permits

Motor Vehicle Permit Fees 1,900,000
Dog Licenses 6,000
Business Licenses, Permits & Filing Fees 245,500

Charges For Services

Income From Departments 270,500
Rent of Town Property 20,000
Outside Police Detail 350,000
Recreation Fees & Charges 56,000
Rent of Court House 135,000

Miscellaneous Revenues

Interests on Deposits 300,000
Sale of Town Property 30,000
Road Programs 38,043
Trust Fund Income 26,000
Cable Franchise 18,000

Other Financing Sources

Income From Water and Sewer Departments 2,562,715
Withdrawals From Capital Reserve 45,000
Revenue Sharing Fund 282,619
Fund Balance 580,000
Payment in Lieu of Taxes 20,000
Return on Comp Programs 100,000

TOTAL REVENUES AND CREDITS 8,049,332

TAX RATE COMPUTATION

Total Town Appropriation 14,797,604
Total Revenues and Credits - 8,049,332
Net Town Appropriations 6,748,272
Net School Tax Assessment 13,127,796
County Tax Assessment 760,991

Total of Town, School, and County 20,637,059

Deduct Total Business Profits 653,696
Tax Reimbursement 107,338
Add War Service Credits 200,026

Property Taxes to be Raised: 20,290,727

Valuation 596,961,660 X
Tax Rate 33.99

Property Taxes to be Raised 20,290,727

STATEMENT OF EXPENDITURES

Governing Bodies	57,049	Capital Reserve - Roads	45,000
District Court	363,560	Overlay	15,119
Town Manager	109,135	Miscellaneous	12,694
Tax Collector	85,120	School District	11,729,737
Town Clerk	99,211	County Tax	760,991
Personnel	105,812	Temporary Loans	3,500,000
Boards and Committees	17,044		
Elections	26,832		
Finance	206,189		
Data Processing	169,511		
Assessing	110,979		
Municipal Buildings	161,352		
Legal	60,711		
Fringe Benefits	65,894		
Police Department	2,661,909		
Fire Department	2,656,459		
Resources and Development	209,643		
Civil Defense	8,402		
Animal Control	41,112		
Public Works	1,553,306		
Street and Traffic Lighting	215,545		
Outside Human Services	45,124		
Welfare	116,891		
Recreation	186,529		
Library	546,625		
Elderly	63,733		
Community Contributions	0,750		
Debt Service	1,080,930		
Capital Improvements	55,505		
Insurances	245,024		
Road Improvements	36,434		
Drainage Study	15,954		
Derry Visiting Nurses Association	11,834		
Rockingham Hospice	2,000		
Seacoast Task Force	1,000		
Rockingham County CAP	3,303		
208 Water Quality	989		
Retired Senior Volunteer Program	1,600		

27,471,541

STATEMENT OF RECEIPTS

Property Tax - Current Year	20,216,523
Resident Tax - Current Year	242,000
Resident Tax - Previous Years	1,280
National Bank Stock Tax	10,120
Boat Tax	18,000
Current Use Tax	1,057
Yield Tax	114,541
Interest on Taxes	2,397
Resident Tax Penalties	907,901
NH Shared Revenue	20
Railroad Tax	237,007
Highway Block Grant	1,670
Civil Defense	505
CDBG	30,413
Water Pollution Projects	2,064,659
Auto Permits	8,794
Title Fees	4,982
Dog Licenses	17,320
Recording and Other	102,300
Trotting and Racing	111,103
Building Permits	5,373
Electrical Permits	6,525
Plumbing Permits	5,360
Misc. Inspection Fees	22,059
Cable Franchise	11,854
Sunday Sales	11,854
Payment in Lieu of Taxes	22,389
Outside Police Detail	387,777
Parking Fines	12,149
Police Alarms	9,375
Misc. P.D. Charges	10,990
Ambulance Fees	50,585
Misc. P.D. Charges	6,045
Public Hearings	15,806
Land Use Ordinance	2,168
Court Fines	5,979
Misc. General Government	3,257
Public Works Charges	19,895
Cemetery Charges	16,028
Animal Control Fees	834
Welfare Liens	9,194
Welfare Reimbursement	7,368
Recreation Fees	48,440
Library Fees	16,064
Interest Earnings	332,660
Rent of Town Property	20,229
Return-Comp Programs	113,932
Income From Trust Funds	24,196
Courthouse Lease	130,000
Capital Reserve - Roads	49,436
Sale of Town Property	71,599
Sewer Adm. Charges	55,700
Water Adm. Charges	60,000
Misc. Revenues	12,501
Use of Fund Balance	580,000
Temporary Loans	3,500,000
	29,828,394

STATEMENT OF TOWN DEBT
FOR THE YEAR ENDING DECEMBER 31, 1986

ISSUE	AMOUNT ORIGINAL ISSUE	INTEREST RATE	FINAL PAYMENT	1/1/86 OUTSTANDING DEBT	RETIRED DURING YEAR	OUTSTANDING PRINCIPAL 12/31/86	PRINCIPAL DUE 1987	PAYMENTS SUBSEQUENT YEARS
<u>WATER BONDS</u>								
Issued 1961	450,000	3.80	7/01/91	120,000	20,000	100,000	20,000	80,000
Issued 1965	550,000	3.40	7/15/95	150,000	15,000	135,000	15,000	120,000
Issued 1967	200,000	4.40	9/15/97	60,000	5,000	55,000	5,000	50,000
Issued 1972	600,000	5.0	1/15/92	210,000	30,000	180,000	30,000	150,000
Issued 1978	780,000	6.75	12/01/98	480,000	40,000	440,000	40,000	400,000
Issued 1982	250,000	9.009	12/01/97	190,000	20,000	170,000	20,000	150,000
Issued 1985	600,000	9.25	3/01/05	600,000	30,800	569,200	30,800	538,400
Issued 1986	1,250,000	7.38	7/15/01	1,250,000	-	1,250,000	85,000	1,165,000
	4,680,000			3,060,000	160,800	2,899,200	245,800	2,653,400
<u>SEWER BONDS</u>								
*Issued 1963	1,620,000	3.0	4/01/93	570,000	65,000	505,000	65,000	440,000
*Issued 1967	500,000	4.20	9/15/97	140,000	20,000	120,000	20,000	100,000
Issued 1969	185,000	6.50	12/01/89	25,000	10,000	15,000	5,000	10,000
*Issued 1969	650,000	6.30	12/01/89	120,000	30,000	90,000	30,000	60,000
Issued 1972	655,000	5.0	1/15/92	210,000	30,000	180,000	30,000	60,000
Issued 1973	825,000	5.20	10/01/93	320,000	40,000	280,000	40,000	240,000
*Issued 1974	190,000	5.50	6/01/93	80,000	100,000	700,000	100,000	600,000
Issued 1978	450,000	6.75	12/01/98	275,000	25,000	250,000	25,000	225,000
Issued 1982	600,000	9.009	12/01/97	454,500	48,500	406,000	48,500	357,500
Issued 1985	6,200,000	9.25	3/01/05	6,200,000	319,200	5,880,800	319,200	5,561,600
	13,585,000			9,114,500	687,700	8,426,800	682,700	7,744,100
<u>MUNICIPAL BONDS</u>								
Issued 1982	2,100,000	9.009	12/01/97	1,591,500	169,500	1,422,000	169,500	1,252,500
<u>HIGHWAY BONDS</u>								
Issued 1979	1,700,000	5.70	5/1/94	950,000	125,000	825,000	125,000	700,000
Issued 1982	150,000	9.009	12/01/97	114,000	12,000	102,000	12,000	90,000
	1,850,000			1,064,000	137,000	927,000	137,000	790,000
<u>TOTALS</u>	22,215,000			14,830,000	1,155,000	13,675,000	1,235,000	12,440,000

*PAYMENTS OF PRINCIPAL AND INTEREST GUARANTEED BY STATE OF NEW HAMPSHIRE

COMPARATIVE STATEMENT OF APPROPRIATIONS
GENERAL FUND
1986

COMPARATIVE STATEMENT OF RECEIPTS
GENERAL FUND
1986

ACCOUNT	BUDGET 1986	EXPENDED 1986	ENCUMBERED 1986	BALANCE +	(-)	ESTIMATED 1986	ACTUAL 1986	EXCESS (DEFICIT)
Governing Bodies	44,521	57,049	4,610	(17,138)				
District Court	356,041	353,560	1,050	8,569			20,216,523	-
Town Manager	111,295	109,135		2,160			239,150	4,130
Tax Collector	85,475	85,120		355			10,120	(4,880)
Town Clerk	96,984	99,211		(2,227)			15,000	18,000
Personnel	70,548	105,813		(35,265)			-	1,057
Boards & Commissions	23,057	17,044		6,013			1,250	(193)
Elections	31,118	26,832		4,286			150,000	(33,062)
Finance	199,610	206,189	532	(7,111)				
Data Processing	177,214	169,511		7,703				
Assessing	108,968	110,979		(2,011)				
Municipal Buildings	118,056	161,352		(45,166)				
Legal	56,203	60,711		(5,383)				
Benefits	108,210	65,894		42,316			998,194	(293)
Police Department	2,710,698	2,661,909	15,398	33,391			22	20
Fire Department	2,500,317	2,656,459	19,918	(176,060)			237,007	1,670
Resources & Dev.	198,746	209,643	602	(11,499)			-	500
Civil Defense	21,554	8,402		13,152			13,700	(13,200)
Animal Control	36,847	41,112		(4,265)			34,784	(4,371)
Public Works	1,571,944	1,553,306		(1,690)			25,300	(25,300)
St. Traffic Lts.	220,241	215,545	20,328	4,696			-	-
Outside HS Org.	45,334	45,124		210				
Welfare	146,019	116,891		29,128				
Recreation	197,372	186,299		4,230				
Library	559,800	546,235	6,613	13,175			1,900,000	164,659
Elderly Programs	73,922	63,723	2,178	8,011			2,064,659	164,659
Community Cont.	9,800	9,750		50			90,000	46,837
Debt Service	1,227,165	1,080,930		146,235			506,000	508,711
Capital Improvements	255,754	55,595		87,717			387,777	37,777
Insurance	347,400	245,024	198,414	1,835			300,000	32,660
Special Articles	238,823	118,114		102,375			20,000	20,229
Misc. Expense	-	12,697	81,057	(39,652)			20,000	2,389
Overlay	200,026	15,119		184,907			100,000	113,926
							26,000	124,196
							135,000	(1,804)
							45,000	(5,000)
							49,436	4,436
							30,000	71,599
							38,043	12,501
							580,000	(25,542)
School & County	12,149,062	11,480,817	353,445	314,800				
	12,490,728	12,490,728					26,328,394	257,411
	24,639,790	23,971,545						

SELECTMAN for three years **21**

GARY C. BERGERON

CHARLES W. COLL **22**

JOSEPH W. GAGNON **23**

BUDGET COMMITTEE for three years **26**

FRED A. KRUSE

ROLAND MAHER **27**

BUDGET COMMITTEE for one year **30**

TERRENCE J. GERLICH

TOWN MODERATOR for two years **33**

LAURENCE BELAIR

DONALD L. ROULSTON **34**

SUPERVISOR OF CHECKLIST for six years **37**

SHEILA M. MURRAY

LIBRARY TRUSTEE for three years **40**

RICHARD J. O'SHAUGHNESSY

TRUSTEE OF TRUST FUNDS for three years **43**

HARLEY G. FEATHERSTON

CHARTER STUDY COMMISSION for one year **46**

SHEILA BARRON-CASEY

FRANCES J. BRENNAN **47**

ARTHUR W. CAMPBELL **48**

HARLEY G. FEATHERSTON **49**

DAVID M. GROFF **50**

STEPHAN W. HAMILTON **51**

MARK A. PEARSON **52**

ALBERT RAYMOND **53**

ARTICLE 2

Shall a charter commission be established for the purpose of establishing a new municipal charter? YES **59**

NO **60**

ARTICLE 3

By Petition: Shall we adopt the provisions of RSA 72:37 for the exemption for the blind from property tax? This statute provides that every inhabitant who is legally blind shall be exempt each year from the property tax on a residence to the value of \$15,000. YES **62**

NO **63**

ARTICLE 4

Shall the powers and duties of the office of collector of taxes be transferred from said office to that of town manager? YES **66**

NO **67**

ARTICLE 5

Are you in favor of the adoption of Amendment No. 1 as proposed by the Planning Board for the Town Zoning Ordinance as follows? (This amendment would revise Section 309-114 of the Zoning Ordinance, dealing with violations and penalties, to conform with state law RSA 876:17.) YES **69**

NO **70**

ARTICLE 6

Are you in favor of the adoption of Amendment No. 2 as proposed by the Planning Board for the Town Zoning Ordinance as follows? (This amendment would delete Section 309-46A of the Zoning Ordinance, which allows special exceptions for zoning requirements in the Commercial District.) YES **74**

NO **75**



ARTICLE 7
 Are you in favor of the adoption of Amendment No. 3 as proposed by the Planning Board for the Town Zoning Ordinance as follows? (This amendment would allow the Board of Adjustment to grant special exceptions for in-law conversions in Residential and Rural Districts if certain conditions are met.)

YES **78**
 NO **79**

ARTICLE 8
 Are you in favor of the adoption of Amendment No. 4 as proposed by the Planning Board for the Town Zoning Ordinance as follows? (This amendment would add a new Section 309-51 D to the Zoning Ordinance to allow churches, parish houses, and convents in the Recreational District.)

YES **83**
 NO **84**

ARTICLE 9
 Are you in favor of the adoption of Amendment No. 5 as proposed by the Planning Board for the Town Zoning Ordinance as follows? (This amendment would revise the sections of the Zoning Ordinance dealing with year-round conversion of seasonal properties. Conversions would be restricted unless lot size, frontage, setback, and septic system requirements are met.)

YES **88**
 NO **89**

ARTICLE 10
 Are you in favor of the adoption of Amendment No. 6 as proposed by the Planning Board for the Town Zoning Ordinance as follows? (This amendment would specify the minimum lot size and frontage requirements in the Business Office Districts.)

YES **93**
 NO **94**

ARTICLE 11
 Are you in favor of the adoption of Amendment No. 7 as proposed by the Planning Board for the Town Zoning Ordinance as follows? (This amendment would create a new Open Space Residential District which permits single and two-family dwellings with smaller lot size and frontage requirements in Residential and Rural Districts (areas of 10 acres or more). Provided that 35% of the site remains as open space. Developments in this district would have an overall density no greater than that permitted in the underlying districts. Restrictions on setbacks, frontage, height, and open space are specified.)

YES **97**
 NO **98**

ARTICLE 12
 Are you in favor of the adoption of Amendment No. 8 as proposed by the Planning Board for the Town as follows? (This amendment would repeat the 1976 National Building Code and adopt the 1984 BOCA Basic/National Building Code and amendments thereto.)

YES **105**
 NO **106**

ARTICLE 13
 Are you in favor of the adoption of Amendment No. 9 as proposed by the Planning Board for the Town as follows? (This amendment would adopt the 1984 BOCA Fire Prevention Code, and amendments thereto.)

YES **110**
 NO **111**

ARTICLE 14
 Are you in favor of the adoption of Amendment No. 10 as proposed by the Planning Board for the Town as follows? (This amendment would adopt the 1981 Life Safety Code, and amendments thereto.)

YES **114**
 NO **115**

ARTICLE 15

Are you in favor of the adoption of Amendment No. 11 to the Zoning Ordinance and Zoning Map as proposed by petition of the voters of this town? (This amendment would rezone property located off Bridge Street shown on Salem Tax Map 90, Lot B, from partly Rural and partly Residential to all Residential.) The Planning Board disapproves this amendment.

YES **117**
 NO **118**

ARTICLE 16

Are you in favor of the adoption of Amendment No. 12 to the Zoning Ordinance and Zoning Map as proposed by petition of the voters of this town? (This amendment would rezone property located on the north side of Main Street, between Clinton Street and Sullivan Avenue, shown on Salem Tax Map 41, Lots 46, 47, 47A, and 48, from Residential to Business-Office District 1.) The Planning Board disapproves this amendment.

YES **123**
 NO **124**

ARTICLE 17

Are you in favor of the adoption of Amendment No. 13 to the Zoning Ordinance and Zoning Map as proposed by petition of the voters of this town? (This amendment would rezone property located on the south side of Veterans Memorial Parkway, shown on Salem Tax Map 94, Lot 4-1, from partly Residential and partly Commercial-Industrial C to all Commercial-Industrial C.) The Planning Board approves this amendment.

YES **130**
 NO **131**

ARTICLE 18

Are you in favor of the adoption of Amendment No. 14 to the Zoning Ordinance and Zoning Map as proposed by petition of the voters of this town? (This amendment would rezone property located on the north side of Main Street, between School Street and North Main Street, shown on Salem Tax Map 20, Lot 44, from Residential to Commercial-Industrial C.) The Planning Board disapproves this amendment.

YES 136 NO 137

ARTICLE 21

Are you in favor of the adoption of Amendment No. 17 to the Zoning Ordinance as proposed by petition of the voters of this town? (This amendment would amend the section of the Zoning Ordinance dealing with season's greetings and political signs.) The Planning Board approves this amendment.

YES 156 NO 157

ARTICLE 19

Are you in favor of the adoption of Amendment No. 15 to the Zoning Ordinance as proposed by petition of the voters of this town? (This amendment would repeal the existing wetlands section of the Zoning Ordinance and replace it with a Wetlands Conservation Overlay District. The new district would include those areas that contain swamps, marshes, poorly or very poorly drained soils, and wetland vegetation. Separate sections of the ordinance discuss disputed boundaries, permitted uses, special use permits, buffer provisions, assessment and enforcement.) The Planning Board disapproves this amendment.

YES 143 NO 144

ARTICLE 22

Are you in favor of the adoption of Amendment No. 18 to the Zoning Ordinance as proposed by petition of the voters of this town? (This amendment would create a new Adult Manufactured Housing District and rezone land in the southwest corner of Salem, shown on Tax Map 102, Lots 3 and 4, from Rural to Adult Manufactured Housing. The new district would permit manufactured housing/mobile homes to be occupied by no more than two adults (45 years old and over) per unit. Restrictions on setbacks, screening, size and density are specified.) The Planning Board disapproves this amendment.

YES 163 NO 164

ARTICLE 20

Are you in favor of the adoption of Amendment No. 16 to the Zoning Ordinance and Zoning Map as proposed by petition of the voters of this town? (This amendment would rezone property located on the north side of Lowell Road, shown on Salem Tax Map 98, Lot 12, from Rural to Commercial-Industrial B.) The Planning Board approves this amendment.

YES 151 NO 152

END OF BALLOT

TOWN OFFICERS
1986

ADMINISTRATION

Selectmen - Three Year Term
Howard C. Glynn, Chairman
1987
1988
1989

Term Expires
1989
1987
1988
1989

Supervisor
Edward Reed, Director
Eleanor Strang, Assistant Director

Library
Richard O'Shaughnessy, Chairman
1989
1988

Library Trustees - Three Year Term
Richard O'Shaughnessy, Chairman
1989
1988

Board of Adjustment - Five Year Term
Philip DeRosa, Chairman

Board of Adjustment - Five Year Term
Philip DeRosa, Chairman

Alternates - One Year Term
Carl Montequin
1990
1991

Francis Champoux
1987
1988

Edith DesRosiers
1987
1988

Planning Board - Five Year Term
Emil Corrente, Chairman
1990
1991

Robert Campbell
1987
1988

J. Randy Thompson
1991
1992

Richard Campbell
1991
1992

Stephen Bucco, Selectman Rep
1991

Recreation Advisory Board, Staggard Term
1988
1989

Philip Cammarata, Chairman
1988
1989

James Buttri
1988
1989

Richard Cooney
1988
1989

Donald Jutton
1989
1990

Donnie Doucette
1989
1990

Michael Burke
1989

208 Water Quality Advisory Committee
Clifford Sullivan, Chairman
1988
1989

Albert Raymond, V. Chairman
1988
1989

Lydia Bessel, Co-Sec.
1988
1989

Howard Glynn
1988
1989

Tom Connell
1988
1989

Sally Wright
1988
1989

Royal Roulestin
1988
1989

Ronald Valentine
1988
1989

James Himesey
1988
1989

Ronald Belanger, Selectman Rep.
1988
1989

Supervisors of the Checklist - Six Year Term
Sheila Murray, Chairperson
1988
1989

Jean Sabatini
1988
1989

Janice Habib
1988
1989

Trustees of Trust Funds - Three Year Term
Robert Spring
1987
1988

Glen Falkenham
1988
1989

Harley Featherston
1988
1989

Messages Control Commission - Three Year Term
Richard F. Seyffied, Chairman
1988
1989

Sam Burke
1988
1989

David Tilton, Sr., Selectman Rep.
1988

Civil Defense

Anthony Coco, Director
William Loeffler, Deputy Director
Donald Roulestin, Deputy Director

Library
Edward Reed, Director
Eleanor Strang, Assistant Director

Library Trustees - Three Year Term
Richard O'Shaughnessy, Chairman
1989
1988

Board of Adjustment - Five Year Term
Philip DeRosa, Chairman

Alternates - One Year Term
Carl Montequin
1990
1991

Francis Champoux
1987
1988

Edith DesRosiers
1987
1988

Planning Board - Five Year Term
Emil Corrente, Chairman
1990
1991

Robert Campbell
1987
1988

J. Randy Thompson
1991
1992

Richard Campbell
1991
1992

Stephen Bucco, Selectman Rep
1991

Recreation Advisory Board, Staggard Term
1988
1989

Philip Cammarata, Chairman
1988
1989

James Buttri
1988
1989

Richard Cooney
1988
1989

Donald Jutton
1989
1990

Donnie Doucette
1989
1990

Michael Burke
1989

208 Water Quality Advisory Committee
Clifford Sullivan, Chairman
1988
1989

Albert Raymond, V. Chairman
1988
1989

Lydia Bessel, Co-Sec.
1988
1989

Howard Glynn
1988
1989

Tom Connell
1988
1989

Sally Wright
1988
1989

Royal Roulestin
1988
1989

Ronald Valentine
1988
1989

James Himesey
1988
1989

Ronald Belanger, Selectman Rep.
1988
1989

Museum Committee

Edith DesRosiers
Beverly Glynn
Ernest Mack
Dorothy Burnett
Louise Ackerman
Sandra Roulestin, Selectman Rep.
Ex-Officio: Arthur Mueller

Conservation Commission - Three Year Term
George P. Jones, III, Chairman
1988
1989
1990

Edith DesRosiers
1987
1988
1989

Trudy Tilton
1987
1988
1989

Glen Gidley
1987
1988
1989

Jack Garabedian
1987
1988
1989

Ronald Belanger, Selectman Rep.
1987
1988
1989

Ross McLoeff, Planning Board Rep.
1987
1988
1989

Council on Aging - Three Year Term
1989
1990
1991

Doris Jacques
1989
1990
1991

Lois Washburn
1989
1990
1991

Mary Burdick
1987
1988
1989

Bella Highfield
1987
1988
1989

Kathleen DiGregorio
1987
1988
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Claudette Patrick
1987
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Patricia Keegan
1987
1988
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Trina Pallares
1987
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1989

Sandra Merrill
1987
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Ruby Nazarian
1987
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1989

Ellen Greer
1988
1989
1990

Barbara Gurney
1988
1989
1990

Walter Eddy
1988
1989
1990

George Goodman
1988
1989
1990

David Tilton, Sr., Selectman Rep.
1988

Highway Safety Committee
John Ganley, Chief of Police, Chairman
1988
1989

Donald Bliss, Fire Chief
1988
1989

Ronald Belanger, Selectman Rep.
1988
1989

Frank Descaire, Engineering
1988
1989

Dr. Paul Johnson, School Rep.
1988
1989

Roland Larochele
1988
1989

Edward Newman
1988
1989

James Coen
1988
1989

Historic District Commission - Three Year Term
Edith DesRosiers, Chairperson
1988
1989

Bertice Woodbury
1988
1989

Beverly Glynn
1988
1989

Louise Ackerman
1988
1989

Faula Mallouk
1988
1989

Stephen Bucco, Selectman Rep.
1988
1989

Housing Authority - Five Year Term
Delbert Downing, Chairman
1990
1991

Exec. Dir. Nancy Rochira
1987
1988
1989

Michael Carney, V. Chair
1987
1988
1989

Raymond Bower
1987
1988
1989



*In Memory of Fred Staples
One of Salem's First Town Managers
Deceased November 30, 1986*